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Financing of the United Nations Stabilization Mission in Haiti

Performance report on the budget of the United Nations Stabilization Mission in Haiti for the period from 1 July 2009 to 30 June 2010

Report of the Secretary-General

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Summary

The present report contains the performance report on the budget of the United Nations Stabilization Mission in Haiti (MINUSTAH) for the period from 1 July 2009 to 30 June 2010.

The total expenditure for MINUSTAH for the period has been linked to the Mission's objective through a number of results-based-budgeting frameworks, grouped by components, namely, democratic development and consolidation of State authority; security, public order and development of the rule of law; human rights; humanitarian and development coordination; and support.

Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

			Variance	
Category	*Apportionment*	*Expenditure*	*Amount*	*Percentage*
Military and police personnel	341 395.6	295 307.0	46 088.6	13.5
Civilian personnel	155 407.1	148 000.6	7 406.5	4.8
Operational costs	235 590.3	270 433.0	(34 842.7)	(14.8)
Gross requirements	**732 393.0**	**713 740.6**	**18 652.4**	**2.5**
Staff assessment income	14 067.3	14 152.8	(85.5)	(0.6)
Net requirements	**718 325.7**	**699 587.8**	**18 737.9**	**2.6**
Voluntary contributions in kind (budgeted)*	—	—	—	—
Total requirements	**732 393.0**	**713 740.6**	**18 652.4**	**2.5**

* Dash denotes zero or less than 0.1 per cent.

Human resources incumbency performance

Category	*Approved*[a]	*Actual (average)*	*Vacancy rate (percentage)*[b]
Military contingents	8 940	7 561	15.4
United Nations police	1 351	905	33.0
Formed police units	2 940	1 278	56.5
International staff	534	460	13.9
National staff	1 231	1 178	4.3
United Nations Volunteers	231	209	9.5
Temporary positions[c]			
International staff	34	15	55.9
National staff	70	59	15.7
Government-provided personnel	100	24	76.0

[a] Represents the highest level of authorized strength.
[b] Based on monthly incumbency and approved monthly strength.
[c] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section V of the present report.

I. Introduction

1. The budget for the maintenance of the United Nations Stabilization Mission in Haiti (MINUSTAH) for the period from 1 July 2009 to 30 June 2010 was set out in the report of the Secretary-General of 6 February 2009 (A/63/709) and amounted to $618,624,000 gross ($604,556,700 net). It provided for 7,060 military contingents, 2,091 police personnel, including 1,140 in formed units, 24 government-provided personnel, 552 international staff, 1,293 national staff (including 114 National Officers) and 231 United Nations Volunteers, including temporary positions. The Advisory Committee on Administrative and Budgetary Questions, in paragraph 50 of its related report (A/63/746/Add.10), recommended that the General Assembly appropriate the amount of $615,325,300 gross for the period from 1 July 2009 to 30 June 2010.

2. The General Assembly, by its resolution 63/294, appropriated the amount of $611,751,200 gross ($597,683,900 net) for the maintenance of the Mission for the period from 1 July 2009 to 30 June 2010.

3. Subsequently, following the earthquake on 12 January 2010, the Security Council, in its resolution 1908 (2010), endorsed the increase in the overall force levels of MINUSTAH to support the immediate recovery, reconstruction and stability efforts in Haiti and decided that MINUSTAH will consist of a military component of up to 8,940 troops of all ranks and of a police component of up to 3,711 police.

4. Pursuant to resolution 1908 (2010), and in the light of the devastation caused by the earthquake, the Secretary-General, in his note on the financing arrangements for MINUSTAH for the period from 1 July 2009 to 30 June 2010 (A/64/728), requested net additional resources of $120,641,800 to meet additional operational requirements related to the increase in the authorized strength of the military component up to 8,940 personnel and of the police component up to 3,711 personnel, support to Mission personnel, the replacement and re-establishment of MINUSTAH assets and infrastructure and community violence reduction programmes. On the basis of the recommendation of the Advisory Committee on Administrative and Budgetary Questions, in paragraph 23 of its related report (A/64/660/Add.10), the General Assembly, in its resolution 64/264, authorized the Secretary-General to enter into commitments in an amount not exceeding $120,641,800 for the operation of the Mission for the 2009/10 period.

5. Accordingly, resources totalling $732,393,000 gross ($718,325,700 net) have been provided for the operation of the Mission for the period from 1 July 2009 to 30 June 2010 under the terms of General Assembly resolutions 63/294 and 64/264. The total amount has been assessed on Member States.

6. The Security Council, by its resolution 1927 (2010), authorized the deployment of a further 680 police, in addition to the police strength authorized in its resolution 1908 (2010), as a temporary surge capacity with clearly defined objectives, and a particular focus on building the capacity of the Haitian National Police. Therefore, by the same resolution, the Council decided that MINUSTAH will consist of a military component of up to 8,940 troops of all ranks and of a police component of up to 4,391 police (including 100 Corrections Officers, categorized as government-provided personnel).

II. Mandate performance

A. Overall

7. The mandate of the Mission was established by the Security Council in its resolution 1542 (2004) and extended in subsequent resolutions of the Council. The mandate for the performance period was provided by the Council in its resolutions 1840 (2008), 1892 (2009) and, following the earthquake on 12 January 2010, expanded by the Council in its resolutions 1908 (2010) and 1927 (2010).

8. The Mission is mandated to help the Security Council achieve an overall objective, namely, to restore peace and security and to further the constitutional and political process that is under way in Haiti.

9. Within this overall objective, the Mission has, during the performance report period, contributed to a number of accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are grouped by components: democratic development and consolidation of State authority; security, public order and development of the rule of law; human rights; humanitarian and development coordination; and support.

10. The present report assesses actual performance against the planned results-based-budgeting frameworks set out in the 2009/10 budget. In particular, the performance report compares the actual indicators of achievement, that is, the extent to which actual progress has been made during the period against the expected accomplishments, with the planned indicators of achievement, and the actually completed outputs with the planned outputs.

B. Budget implementation

11. During the reporting period, MINUSTAH made progress in most areas of its mandated tasks to continue to assist the Government of Haiti in addressing potential threats to stability, including the risk of resumed activity resulting from gang violence; building police capacity; and strengthening State institutions at the national and local levels. The main priorities during the beginning of the reporting period were: (a) resolving political differences through all-inclusive dialogue and the completion of the election cycle; (b) extending State authority; (c) strengthening the Haitian National Police, judicial and penal institutions; and (d) improving the socio-economic conditions of the most vulnerable communities.

12. While these broad objectives remained valid, progress towards Haiti's stabilization and sustained economic development suffered a significant setback as a result of the earthquake on 12 January 2010. The seism triggered a humanitarian crisis, with 1.3 million persons still displaced at the end of the reporting period and a sudden loss of capacity of State institutions. Approximately one third of the country's 60,000 civil servants died and many government buildings were destroyed or badly damaged. This situation significantly worsened the already precarious situation of the public administration, including the police, the judiciary and correctional institutions. The February 2010 elections for the National Assembly and one third of the Senate were postponed, resulting in a lack of quorum in Parliament and creating a climate of political uncertainty. The United Nations itself suffered a

major setback as MINUSTAH main headquarters and other United Nations offices collapsed, claiming the lives of 102 civilian and uniformed personnel.

13. In the aftermath of the earthquake, the Mission realigned its operations in order to meet four additional priorities: (a) maintaining political stability in the wake of the loss of State capacity and the postponement of elections; (b) restoring institutional capacity of the Haitian National Police, judicial and correctional institutions affected by the earthquake to ensure security and the rule of law; (c) increasing State capacity to protect the rights of vulnerable groups affected by the earthquake, in particular women and children; and (d) ensuring fair and effective delivery of humanitarian assistance and an equitable and well-resourced recovery process.

14. Given its major impact on the resources provided for the 2009/10 period, this new set of priorities has been linked to the existing frameworks of each substantive component to report on outputs delivered in support of the recovery, reconstruction and stability efforts during the period. As a result of the loss of staff and the destruction of files of substantive components, some of the achievements made and outputs delivered before the earthquake are reported based on incomplete records. The high turnover of staff on temporary deployment to the Mission after 12 January 2010 also made it difficult to maintain consistent standards of documentation and record-keeping in the immediate aftermath of the earthquake.

15. Using existing resources, MINUSTAH provided vital security, logistical and administrative support for rescue and relief operations beginning on 12 January 2010. The Mission was gradually reinforced with additional troops and police in line with Security Council resolutions 1908 (2010) and 1927 (2010). The military component conducted search-and-rescue efforts, provided security support for humanitarian operations, performed initial damage assessments, and cleared unsafe road conditions. United Nations police increased patrols and security at key locations to support the operational capacity of the Haitian National Police and maintain security and public order. As spontaneous settlements of displaced persons expanded, the focus of police activity shifted to the protection of camps, especially for the most vulnerable groups, particularly women and children. By the end of June 2010, United Nations police and military contingents provided security to 22 displacement camps for 24 hours a day, through roving and static patrols conducted in coordination with the Haitian National Police. Community policing bases staffed by female officers of the Haitian National Police and United Nations police were established to encourage reporting of gender-based violence.

16. Community violence reduction activities and quick-impact projects were realigned to: (a) address gaps in recovery activities; (b) meet critical security needs; and (c) generate economic opportunities for the displaced population and communities living in earthquake-affected and violence-prone areas. The Mission established a new sub-office in Léogâne in response to the severe destruction in the area. With regard to border management, the Mission refocused its priorities on the rehabilitation of the customs network and supported the Government's post-earthquake needs assessment.

17. As a result of the devastation that the earthquake has wrought upon Haiti, the Mission reverted from mission planning and sustainment to reconstruction and recovery activities. The magnitude of the damage and the natural need for the Mission to meet the new requirements had exhausted resources for planned

activities. Although MINUSTAH had a contingency plan in place when the disaster occurred, the magnitude of this type of natural disaster was not foreseen and, therefore, even with the support of outside emergency assistance, e.g., from the United Nations Logistics Base in Brindisi, Italy (UNLB), the Mission was barely able to cope with the increased requirements.

18. The focus of engineering operations in 2009/10 was supposed to be the re-establishment of the main supply routes in collaboration with the Government of Haiti. However, as a result of the earthquake on 12 January 2010, the target was not met as all operational requirements were redirected to immediate operations required for the areas affected by the disaster.

C. Mission support initiatives

19. The Mission support initiatives were almost totally redefined as a result of the earthquake. All available resources were realigned towards contributing to the humanitarian and relief efforts in Haiti. With the collapse of the former Mission headquarters in Christopher Hotel and the destruction in some of the office buildings at the logistics base, there has been a drastic increase in office space requirement. MINUSTAH also took upon itself the responsibility of providing much-needed space for a significant number of United Nations agencies and other international organizations. Housing accommodation has also become another overriding exigency with the mass destruction of viable living quarters in Port-au-Prince. Thus, Mission resources were reprioritized to initially subsidize the temporary accommodation of personnel in a ship.

20. The MINUSTAH logistics base in Port-au-Prince became the centre of operations for most United Nations organizations. The Mission established an office in Santo Domingo to reduce the Mission's footprint in Haiti, and in the process to minimize risk to personnel in Haiti, which allowed administrative sections not requiring a physical presence in Haiti to relocate and provide services from Santo Domingo. Access to land logistics corridor was opened between Port-au-Prince and Santo Domingo, using freight-forwarding contractors and military assets to facilitate the movement of critical supplies, including those from UNLB, as required, to immediately restart Mission operations.

D. Partnerships, country team coordination and integrated missions

21. MINUSTAH has developed links with the United Nations country team in the Dominican Republic, with special focus on cross-border issues with Haiti. MINUSTAH coordination with the Government of the Dominican Republic, the United Nations country team, and diplomatic and donor representatives in the Dominican Republic increased significantly after the earthquake with the establishment of the new Liaison and Support Centre of the Mission in Santo Domingo.

22. The Mission worked with the Office for the Coordination of Humanitarian Affairs and local authorities to support relief efforts and provide technical support to authorities at the national, departmental and community levels to identify and manage settlements for the displaced population. Within days of the earthquake, the Mission and the Office for the Coordination of Humanitarian Affairs established the

Joint Operations and Tasking Centre to serve as the central planning and tasking facility in support of international relief and early recovery activities.

23. In February 2010, MINUSTAH developed a mechanism for integrated planning and coordination with the United Nations country team for the post-emergency phase. The Mission and the United Nations country team established a joint senior integrated policy and planning body — the Integrated Strategic Planning Group — to provide strategic direction and maximize the impact of United Nations peace consolidation, relief and recovery efforts. The Integrated Strategic Planning Group replaced the emergency operations management committee, which had been established in the immediate aftermath of the earthquake. The Mission and the United Nations country team also established a Joint Strategic Planning Unit to support senior managers in: (a) developing a shared vision of the United Nations strategic objectives; (b) aligning planning processes; (c) defining critical tasks, roles and responsibilities; and (d) ensuring proper monitoring and evaluation.

24. A United Nations vision statement was adopted on 30 March 2010 to outline the main areas of the United Nations contribution to stabilization, recovery and reconstruction efforts in Haiti. These areas included the following: (a) coordinating and enabling the post-earthquake relief efforts, while working to reduce the risk of future disasters; (b) maintaining a secure and stable environment, while working to strengthen the rule of law and respect for human rights; (c) fostering democratic governance through political stability, elections and constitutional reform; (d) supporting the Government in the implementation of its vision for a transformed Haiti, built around decentralization and regional development; and (e) supporting investment in human capital, including education, health and basic social services.

E. Results-based-budgeting frameworks

Component 1: democratic development and consolidation of State authority

25. During the reporting period, MINUSTAH provided support to the activities of the political and civil affairs, public information and electoral elements of the Mission that worked in partnership with the Government of Haiti and Parliament, political parties, civil society, the United Nations country team, the "core group", international financial institutions and donors. In addition, the Mission continued to promote an all-inclusive political dialogue and national reconciliation and supported the capacity-building of national democratic institutions, as well as the re-establishment and strengthening of State authority throughout the country. The Mission also assisted in the implementation of a border management strategy and supported State reform and decentralization. Activities that had been planned in support of elections were adjusted to the new electoral calendar after the February 2010 legislative elections were postponed to November 2010 because of the earthquake. A number of other activities, which had not been planned, were carried out to ensure political stability in the wake of the loss of State capacity caused by the earthquake and the political uncertainty created by the postponement of the elections. These additional outputs were incorporated into the existing frameworks for the 2009/10 period.

Expected accomplishment 1.1: all-inclusive political dialogue and national reconciliation in Haiti

Planned indicators of achievement	*Actual indicators of achievement*
The Government maintains a dialogue with different sectors of society through regular meetings	Achieved; through Presidential Commissions on security, justice, education and constitutional reform from July 2009 to January 2010. Although these Commissions stopped functioning following the earthquake on 12 January, other sectors such as the Return and Relocation Commission and Interim Haiti Recovery Commission were set up to respond to new needs
Maintenance of the level of international assistance that is aligned with government priorities as defined in the poverty reduction strategy paper (2008/09: 60 per cent; 2009/10: 60 per cent)	Achieved; 60 per cent of international assistance was aligned with priorities of the Government of Haiti as defined in the poverty reduction strategy paper from July 2009 to January 2010. Following the earthquake, an emergency coordination structure was put in place to ensure: (a) alignment of international assistance with the government priorities; (b) coordination of humanitarian assistance through the High-Level Coordination Committee and the Coordination Support Committee; and (c) coordination of international assistance for the recovery effort through the Interim Haiti Recovery Commission

Planned outputs	*Completed (number or yes/no)*	*Remarks*
4 meetings per month with the President/Prime Minister to coordinate the activities of MINUSTAH with those of the Government of Haiti, especially regarding political stability, rule of law reform and other areas related to the MINUSTAH mandate	Yes	Weekly meetings with the President, the Prime Minister, the Minister of Justice, the Secretary of State for Public Security and the Director-General of the Haitian National Police until January 2010 In the aftermath of the earthquake, the frequency of high-level meetings increased to an average of two meetings per week or more, as required
2 meetings per month with the President's main advisers to promote an all-inclusive political process	2	Meetings per month until the end of 2009, which were suspended in the immediate aftermath of the earthquake, and superseded by humanitarian imperatives
Chairing of monthly meetings of the "core group", comprising senior MINUSTAH leadership, regional and subregional organizations, international financial institutions and representatives of the diplomatic community, on the effectiveness of the international response to Haiti's needs	Yes	Monthly meetings from July to December 2009 In the aftermath of the earthquake, the "core group" meetings were replaced by three meetings of the High-Level Coordination Committee and two meetings of the Electoral Task Force

Monthly meetings with the Prime Minister and the "core group" to coordinate international cooperation with the Government of Haiti, and biweekly meetings with the Minister of Planning on the strategic and operational implementation of the poverty reduction strategy paper, orientation of international aid, project progress, disbursement and harmonization of policies and procedures	6	Monthly meetings with the Prime Minister and the "core group" from July to December 2009 Following the earthquake, interaction with the "core group" and the Government increased through different forums, including three meetings of the High-Level Coordination Committee and one meeting of the Interim Haiti Recovery Commission
	6	Monthly meetings with the Minister of Planning and up to 5 meetings per week following the earthquake
Weekly meetings with political party representatives, parliamentarians and civil society representatives at the national level to consolidate agreement on the democratic transition and an all-inclusive political dialogue leading to a common understanding of basic principles of governance and the future of the country	Yes	Weekly meetings from July to December 2009 Following the earthquake, MINUSTAH continued to meet with the political parties to encourage dialogue on the future of the political process and the holding of free and fair elections
Organization of 3 consultative forums with political party leaders and parliamentarians to strengthen the role of political parties in Parliament	No	The non-completion of the output resulted from the political situation, which required a different approach. In lieu of consultative forums, a series of less formal consultations were held at various levels between July 2009 and January 2010 Following the earthquake, consultations were held with political party leaders and parliamentarians in response to emergency and reconstruction effort
Organization of 3 consultative forums with members of civil society and parliamentarians to promote a common legislative agenda	No	The non-completion of the output resulted from the political situation, which required a different approach. In lieu of consultative forums, a series of less formal consultations were held at various levels between July 2009 and January 2010 Following the earthquake, consultations were held with parliamentarians to facilitate the passing of pending laws before the 10 May 2010 expiration of mandate for a third of the Senators and all the deputies of Parliament
Public information campaign, in collaboration with civil society, on reconciliation and political dialogue, including 5,000 pamphlets, 30 banners and 6 public service announcements	4	Press conferences
	7	Television programmes
	2,000	Posters
	5,000	T-shirts
	11,000	Pamphlets

Public information campaigns to promote understanding of the MINUSTAH mandate and the role of the United Nations system in Haiti among the Haitian population, including the celebration of 4 United Nations Days (Peace, Peacekeepers, UN and Environment), 500 banners, 10,000 posters, 50,000 pamphlets, 10,000 T-shirts, 36 television programmes, daily radio programmes, 50 media articles, 1 co-production of a soap opera, 7,000 calendars, 2,000 Christmas cards and 70 public events at the regional multimedia centres	19	Television programmes
	1	Co-production of a soap opera
	10	Media articles
	2,500	Desk calendars
	1,800	Greeting cards
	4,000	T-shirts
	60	Banners
	1,000	Posters
	2,000	Pamphlets
		In addition:
	20,000	Pens
	2,000	Stickers

Expected accomplishment 1.2: strengthened national democratic institutions in Haiti

Planned indicators of achievement	*Actual indicators of achievement*
Adoption of a legislative agenda by the Parliament reflecting national priorities for one year	Legislative elections rescheduled to 28 November 2010 owing to the devastation caused by the earthquake. Due to the lack of a quorum, no legislative action has been taken by the Senate since May 2010
Reporting of 15 parliamentary committees to the Parliament within the adopted legislative calendar	The parliamentary committees did not address the legislative agenda comprehensively, as some bills were not submitted by the Executive
Completion of free and fair elections for the Chamber of Deputies, Senate, mayors, town delegates, communal section administrative councils and assemblies, as well as indirect elections	Legislative elections rescheduled to 28 November 2010 owing to the devastation caused by the earthquake
Establishment of the Permanent Electoral Council	The establishment of a Permanent Electoral Council was contingent on the adoption of the Decentralization Law and the subsequent holding of indirect elections

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of advice to the 15 parliamentary committees on the advancement of the legislative agenda, including the adoption of bills related to State reform which reflect State priorities	Yes	Through weekly technical assistance to parliamentary committees during the ordinary session of Parliament on legislation and extraordinary session to draft a law on adoption

Provision of good offices to the Presidents of both Chambers of Parliament to foster trust and understanding and to enhance consensus-building	Yes	Through monthly meetings of the Special Representative of the Secretary-General and of senior Mission officials with the Presidents of both Chambers
Provision on the use of good offices to ensure political stability and a democratic transfer of power in the time frame established by the Constitution	Yes	Through a series of consultations with political and civil society actors to ensure political and social stability and a smooth transfer of power according to the Constitution, following the postponement of the February 2010 legislative elections
Provision of technical and logistical support to schedule presidential and the postponed legislative elections in 2010	Yes	Through the evaluation of the feasibility that presidential, legislative and municipal elections could be held before the end of 2010 as requested by the Haitian President
Provision of the use of good offices to assist the efforts of the President and the Government to reach out to all sectors of society and political platforms to prevent a political crisis	Yes	Through daily meetings with members of Parliament and the Government, representatives of political parties, private sector and civil society groups to build consensus with respect to the electoral calendar, constitutional reform, new political vision for the country and the reconstruction effort, which crystallized into the Government Action Plan for National Recovery and Development of March 2010
Provision of political advice and technical support to visiting delegations and international donors	Yes	Through weekly missions to Haiti by humanitarian, military and diplomatic delegations, including through briefings on political and security developments
Provision of technical support and legal assistance to the Government on the state of emergency	Yes	Through the drafting of legal opinions on the state of emergency in Haitian constitutional law and on the powers of the President in the absence of a functioning legislature, and preparation of a draft presidential decree declaring the state of emergency
Provision of technical support and legal assistance to the Government to investigate alleged violations of human rights in the aftermath of the earthquake	Yes	Resulting in a presidential decree establishing a Commission of Inquiry on the 19 January 2010 incident in Les Cayes, during which several inmates attempted to escape in the aftermath of the earthquake
Provision of technical support to the Government to re-establish customs revenue collection after the earthquake	Yes	Through needs assessments from January to April 2010 to assist the Ministry of Economy and Finance and the Customs Service to re-establish fiscal collection operations and restore customs and port facilities damaged by the earthquake
Provision of advice to Parliament on the implementation of its internal rules and their improvement using, in particular, best practices from other national legislatures	Yes	Through logistical and technical support to publish and enforce the internal rules and regulations of the Parliament, and identify lessons learned and best practices

Provision of advice and support to the Parliament on the organization of thematic meetings between parliamentarians and donors, United Nations agencies and national and international non-governmental organizations to promote dialogue on issues related to the reform process and contentious political issues	Yes	Through technical and logistical support to the Ministry of Women's Affairs and Women's Rights on constitutional issues
Organization of 20 regional town hall meetings (2 per department) with parliamentarians on the strengthening of democratic institutions and processes (including elections and decentralization) for a total of 1,000 participants	20	Town hall meetings with Members of Parliament
Provision of technical support and advice to Haitian electoral authorities on public information campaigns, with emphasis on the use of the blank vote, newly registered voters and the reassignment of voters to new polling centres (total of 1,300 polling centres)	No	The non-completion of the output resulted from the postponement of the elections following the earthquake
Organization of 10 regional workshops for political parties, civil society representatives and local authorities, and of 10 regional workshops for national election observers on new voting procedures and the reassignment of voters to new polling centres	No	The non-completion of the output resulted from the postponement of the elections following the earthquake
Provision of technical guidance and support to Haitian electoral authorities on budgeting, planning and preparation of the November 2010 presidential elections	Yes	The Government and the Provisional Electoral Council updated the timeline, calendar and budget of the November 2010 presidential and legislative elections with technical support provided by MINUSTAH through the review of logistics and security plans
Provision of technical guidance and support to Haitian electoral authorities, in cooperation with the United Nations Development Programme and the Organization of American States, in the form of developing manuals, standard operating procedures and review of electoral operations	Yes	Through the review of electoral materials and intake procedures

Organization of 3 training programmes for men and women in politics for a total of 20 persons, of which two thirds are women, on capacity-building and gender mainstreaming, and of 2 information sessions for 20 parliamentarians on gender issues	2	Training and coaching programmes for 50 women political candidates and for 25 coaches for women in politics
	11	Sensitization and capacity-building workshops on gender and the electoral process
		The two information sessions for 20 parliamentarians were not completed as a result of the earthquake
Public information campaign in support of strengthening democratic institutions, including 30 banners, 40,000 flyers, 1,600 T-shirts, 4 programmes on United Nations radio and 2 radio drives (1,200 minutes of air time), 2 television programmes and 2 pages in a national newspaper	5	Television programmes
	2	Media articles
		The lower output resulted from the reduction in activities following the earthquake
Public information campaign in support of the electoral process, including 2,800 posters, 280 banners, 500,000 black and white pamphlets, 8 radio spots broadcast nationally every day on no more than 30 stations for 1 month before election day, 4 television spots and 1 special newspaper feature	97	Radio programmes
	4	Press conferences
		The lower output resulted from the reduction in activities following the earthquake
Public information campaign on strengthening of women in politics, including 50,000 posters, 60,000 pamphlets, 10,000 T-shirts, 4 radio spots each played 4 times a day for 1 month on 15 radio stations nationwide, 2 reportages played 3 times a day diffused over 15 radio stations nationwide, 3 television programmes, 2 press articles, 1 press conference and the organization of 30 public events at the regional multimedia centres	2	Media articles in electronic and print media
	1	Press conference
		The lower output resulted from the reduction in activities following the earthquake

Expected accomplishment 1.3: State authority re-established and strengthened throughout Haiti

Planned indicators of achievement	*Actual indicators of achievement*
Submission of draft civil service regulations to the Parliament as part of a reform of the State administration and decentralization	The draft civil service regulations had not been submitted by the Government to Parliament

Promulgation of laws and procedures by the Parliament and the Ministry of Interior on financial autonomy and accountability of central and local government structures	The Ministry of Interior has yet to draft a project law on financial autonomy and accountability of government structures for submission to Parliament
Development of a planning and management framework by the Ministry of Interior, communicated to the departmental and central authorities to further improve service delivery for 140 municipal assemblies and 568 sub-communal assemblies	Municipal assemblies have yet to be constituted. However, the Government has taken steps to strengthen the role of the Boards of Directors of the Communal Sections, such as providing them with bank accounts and means of communication. The Ministry of Interior has stepped up its efforts to improve the performance of municipal administrations by providing training and support to municipal accountants to enhance their ability to plan and execute municipal budgets
Adoption of local tax reform enabling local authorities to increase their own sources of revenue	Local tax reform has yet to be drafted but efforts were being made to ensure that local authorities enforce existing laws on local taxes to increase tax revenue collection
Establishment of departmental border committees (2007/08:0; 2008/09: 5; 2009/10: 10)	Eight departmental border committees were established, of which two included representatives from both Haiti and the Dominican Republic. The establishment of two other committees was in a preliminary stage. The process to establish departmental border committees slowed down considerably following the earthquake. The Government has yet to officially approve the committees

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of advice to Haitian authorities, including on-the-job-training at the national and local levels, on measures to strengthen its authority, with special emphasis on reforms of public administration, decentralization, public finance and revenue collection and the civil service	Yes	Through technical support to the Ministry of Interior and Territorial Collectivities to build capacity in strategic planning, staff capacity assessment and staff training; through technical support to mayors and local officials to improve administrative and financial management; and through regular visits to all 140 communes to increase local revenue collection; through technical support to the Ministry of Interior to assist with the equitable and sustainable development of Haiti
Provision of technical assistance to the Haitian Government, especially the Ministry of Interior, to improve the capacity of the departmental delegations in the administrative and financial control of the decentralized entities, in service delivery and in the drafting of bills on local government	Yes	Through regular technical support to the Financial Controllers of each departmental delegation and vice-delegation to improve municipal capacity in managing local finances; and through technical, logistical and financial support to the Ministry of Interior and Territorial Collectivities to develop a guide on the preparation, elaboration and analysis of municipal budgets

Monthly meetings with the Office of the Ministry of Interior on strategic planning and management	Yes	Through monthly meetings with officials from the Ministry of Interior and the Directorate for Local Authorities; and through technical advice on strategic issues related to the extension of State authority and institutional support programmes for local government capacity Meetings were suspended in the immediate aftermath of the earthquake but resumed subsequently, with a focus on strategies to strengthen local governance in areas affected by the earthquake
Organization of 10 training sessions (1 per department) on public administration to strengthen the capacity of departmental delegations	8	Training sessions for Municipal Administrators in 8 departments; the planned training sessions were not completed owing to the lack of human resources deployed at the departmental level
Organization of 20 seminars (2 per department) for local authorities and civil society members (total of 2,000 participants) on decentralization, local taxes and fees and accountability	No	The non-completion of the output was attributable to the earthquake, which precluded the completion of the seminar cycle on decentralization. However, technical and logistical support was provided to the Ministry of Interior and Territorial Collectivities to prepare a conference on decentralized cooperation in July 2009
Implementation of 160 quick-impact projects in the areas of livelihood and employment generation, border management, training and capacity-building, delivery of basic social services, basic public infrastructure and social mobilization to address the immediate needs of the population, the extension of State authority and the provision of institutional support	143	Projects to address urgent needs of vulnerable communities with regard to infrastructure (60 projects), livelihood (19 projects), public services (45) and training (19) The lower output was attributable to the increase in the maximum funding level per project, in the aftermath of the earthquake, which resulted in the implementation of a lower number of projects
Provision of advice and technical support to the Haitian authorities on the implementation of an integrated border management strategy, including the coaching and monitoring of central and local border management officials	Yes	Through technical support to government officials to implement the new Customs Code; through the submission to the Government in July 2009 of the draft Haitian Plan for Integrated Border Management; and through the drafting of a proposal on the establishment of a Government Border Commission to address technical border issues and the corresponding implementing decree, which were submitted to the Government in December 2009
Organization of 20 workshops (2 per department with an average of 25 participants each) on issues related to customs, revenues, security and integrated border management for customs and immigration officials and security officials	No	The non-completion of the output resulted from a shift in the priorities of the Government towards early recovery activities in the aftermath of the earthquake

Provision of technical support to Haitian authorities and monitoring of the establishment of a border management training programme for police, customs and immigration officials	No	Although technical support was provided, a planned training programme on customs surveillance was cancelled in the aftermath of the earthquake
Provision of technical advice and support to Haitian authorities on the establishment and maintenance of 10 Departmental Border Management Committees comprising Haitian officials, MINUSTAH and, where relevant, officials of the Dominican Republic	Yes	Resulting in the establishment of Regional Border Management Committees in 7 departments, while the establishment of related committees were ongoing in 2 other departments; technical support was also provided to government authorities on the management and oversight of Regional Border Management Committees
Public information campaign on the promotion of good governance, including 30 banners, 500 posters, 10,000 pamphlets, 2,000 T-shirts, 3 radio spots, 15 media articles and 6 press conferences	18	Television programmes
	4	Press conferences
	9	Interviews
	5,000	T-shirts
		The lower output resulted from the reduction in activities following the earthquake
Public information campaign to promote border management, including 150 banners, 1,100 posters, 5,000 flyers, 1,000 stickers, 300,000 pamphlets, 10,000 T-shirts, 1 radio spot to be broadcast periodically, 4 television programmes (1 every 3 months) and 12 media articles	2	Television programmes
	2	Media articles
	3,700	T-shirts
		The remaining public information materials were not distributed owing to the lack of vendors following the earthquake

Component 2: security, public order and development of the rule of law

26. The Mission improved border security by reorienting its military and police personnel to assist the Government of Haiti in controlling land and maritime borders. Regarding community violence reduction, the Mission reoriented programme was focused on institutional support and capacity-building of the National Commission on Disarmament, Dismantlement and Reinsertion, as well as on labour-intensive, income-generating projects for violence-affected communities until December 2009. After January 2010, community violence reduction activities were focused on addressing gaps in recovery activities, meeting critical security needs, and generating economic opportunities for the displaced population and communities living in earthquake-affected and violence-prone areas. In the aftermath of the earthquake, a number of other activities, which had not been planned, were carried out to build institutional capacity of the Haitian National Police, judicial and correctional institutions affected by the earthquake. These additional outputs were incorporated into the existing frameworks for the 2009/10 period.

Expected accomplishment 2.1: secure and stable environment in Haiti

Planned indicators of achievement	*Actual indicators of achievement*
Decrease in the number of reported kidnappings in Port-au-Prince (2007/08: 245; 2008/09: 285; 2009/10: 200)	Achieved; 57 kidnappings recorded in Port-au-Prince in 2009/10 compared to 130 in the 2008/09 period
Increase in the total number of weapons registered by the Haitian National Police (2007/08: 588; 2008/09: 40,000; 2009/10: 15,000)	Owing to technical issues with the software, weapons registration began in December 2009, during which a total of 404 weapons were registered; registration was discontinued after the January 2010 earthquake, owing to the destruction of the building in which the civil weapon registration was housed
Decrease in the number of officially recorded wrongful deaths in Haiti (2007/08: 488; 2008/09: 320; 2009/10: 350)	A total of 383 wrongful deaths (murder and lynching) were reported in 2009/10 compared to 550 in the 2008/09 period. However, the number of such cases was 21 per cent lower between January and June 2010 than in the six months preceding the earthquake
Increase in the number of joint Haitian National Police/MINUSTAH police patrols conducted in high-risk neighbourhoods in Port-au-Prince and Gonaïves (2007/08: 10,248; 2008/09: 12,500; 2009/10: 15,000)	Achieved; 15,000 joint Haitian National Police-United Nations police patrols in the sensitive areas of Port-au-Prince, Gonaïves, Les Cayes and Cap-Haïtien in 2009/10, compared to 11,486 joint patrols in the 2008/09 period

Planned outputs	*Completed (number or yes/no)*	*Remarks*
467,200 mobile patrol person days (20 troops per patrol x 4 patrols per infantry company x 16 companies x 365 days)	731,196	Mobile patrol person days The higher output resulted from the increase in security requirements and the deployment of additional infantry companies authorized in the aftermath of the earthquake
427,050 troop fixed-site days to secure key sites and installations (65 troops per fixed-site x 18 fixed-sites x 365 days)	211,167	Troop fixed-site days The lower output resulted from changes in operational requirements following the earthquake
350,400 fixed/mobile checkpoint days to provide security along major roads/ borders (15 troops x 4 checkpoints per infantry company x 16 companies x 365 days)	226,815	Checkpoint troop days The lower output resulted from changes in operational requirements following the earthquake
74,825 troop days quick-reaction capacity to prevent and deter the escalation of imminent security threats (205 troops per company x 1 company x 365 days)	Yes	The Mission maintained a quick-reaction force capable of providing operational support 24 hours a day, 7 days a week in response to an emergency

3,120 helicopter air patrol hours (260 hours per month x 12 months) for military reconnaissance flights and medical evacuations; 60 United Nations police air patrol sorties (5 sorties x 12 months) in support of Haitian National Police anti-drug operations, the transfer of prisoners and seized goods, and for aerial reconnaissance before, during and after high-profile operations; and 60 Joint Mission Analysis Cell air sorties (5 sorties x 12 months) for reconnaissance	1,486	Helicopter air patrol hours The lower output resulted from changes in operational requirements following the earthquake
528 fixed-wing air patrol hours (44 hours per month x 12 months) for military air patrol sorties (5 military staff per sortie) and 120 Joint Mission Analysis Cell air sorties (10 sorties x 12 months) for reconnaissance	321	Fixed-wing air patrol hours The lower output resulted from changes in operational requirements following the earthquake
6,240 troop months (130 troops per operation x 4 operations per month x 12 months) and 4,200 joint United Nations police operation months (35 United Nations police officers per operation x 10 operations per month x 12 months) with the Haitian National Police in a front-line role on preventive joint tactical patrols; tactical operations against criminal targets based on operational needs; and strategic operations based on actionable intelligence	5,096	Troop months The lower output resulted from changes in operational requirements following the earthquake
58,400 military troop patrol days to monitor the major crossing points along the land border (10 troops per patrol x 4 infantry patrols x 4 platoons x 365 days)	49,281	Military troop patrol days The lower output resulted from changes in operational requirements following the earthquake
70,080 joint coast military patrol days with the Haitian Coast Guard to monitor along the coast (6 troops per boat x 2 boats per patrol x 16 coast patrols per day x 365 days)	11,131	Joint coast military patrol days The lower output resulted from changes in operational requirements following the earthquake
157,680 United Nations police officer patrol days with the Haitian National Police (2 United Nations police officers per patrol x 4 patrols per Haitian National Police commissariat x 54 main Haitian National Police commissariats x 365 days)	98,550	Police patrol days (based on various configurations of United Nations police and Haitian National Police personnel per patrol) The lower output resulted from the loss of Haitian National Police capacity following the earthquake

236,520 formed police unit patrol days (8 formed police personnel per patrol x 3 patrols per platoon x 3 platoons per formed police unit x 9 formed police units x 365 days)	328,500	Formed police patrol days (based on various configurations of formed police personnel per patrol and number of formed police units) The higher output resulted from the new operational requirements and the deployment of additional formed police units authorized by the Security Council following the earthquake
5,840 joint United Nations police maritime patrol hours with the Haitian Coast Guard (2 United Nations police officers per maritime vessel x 2 maritime vessels x 4 hours per maritime vessel per day x 365 days)	1,320	Joint coastal patrol days The lower output resulted from the loss of Haitian National Police capacity and the change in priorities following the earthquake
50,000 person hours of operational back-up to the Haitian National Police in crowd control, including joint training exercises	90,000	Person hours of operational back-up in crowd control; joint training exercises were suspended after January 2010 owing to the loss of Haitian National Police capacity following the earthquake The higher output was attributable to additional operational requirements after the earthquake and the increased deployment of United Nations police as authorized by the Security Council
7,300 joint United Nations police officer patrol days (5 United Nations police officers per patrol x 4 border crossings x 365 days) with the Haitian National Police to maintain a joint continuous presence at the 4 key land border crossings	7,300	Joint United Nations police and Haitian National Police patrol days to maintain police presence 24 hours a day, 7 days a week at the main four land border crossings
Conduct of 13,500 performance evaluations of Haitian National Police officers as part of the mentoring and evaluation of their individual and collective shortcomings and strengths	No	Police files on performance evaluation of Haitian National Police officers were lost following the earthquake. As a result, the number of evaluations completed was significantly lower than planned
Provision of technical advice to and mentoring of the Haitian National Police in support of its anti-kidnapping efforts, including the delivery of 3 training courses	No	The non-completion of the 3 training courses resulted from a reduction in Haitian National Police capacity and change in operational requirements following the earthquake. Instead, daily technical support and mentoring provided in support of the Chief and Inspectors of the Central Directorate of the Judicial Police and the Anti-Kidnapping Cell of the Haitian National Police
Provision of operational support to the Haitian National Police to tackle narcotics and goods trafficking, including advice on the development of standard operating procedures on the destruction of seized goods	Yes	Through daily operational support to the Haitian National Police to increase its capacity in carrying out anti-drug operations. Approximately 12,000 marijuana plants from illegal crops were destroyed and no more than 10 kilograms of cocaine were seized in 2009/10

Provision of operational support to the Haitian National Police to ensure local, regional and national security for all elections (Chamber of Deputies, Senate, mayors, town delegates, communal section administrative councils and assemblies, as well as indirect elections) and provision of basic support to Haitian agencies for the establishment of polling stations in the rural areas, as required	Yes	Through operational support to the Haitian National Police in conducting risk assessments of voting centres in preparation for legislative elections scheduled for 28 February 2010. Police contingency planning was under way when the decision to postpone the elections to 28 November was taken after the earthquake
Provision of advice to the Haitian National Police on the operation of the weapons registry and the registration of small arms, including the weapons management database, and of a facility for the issuance of secure permits	Yes	Through regular meetings and training on the use and update of the weapons management database
Provision of advice and logistical support to the National Commission on Disarmament, Dismantlement and Reinsertion and other relevant government ministries on the development and implementation of community violence reduction-based programmes in major urban populations affected by violence	Yes	Through technical and logistical support to the local authorities and community-based organizations to implement community violence reduction activities, targeting in particular youth and women
Implementation of 25 labour-intensive projects for former members of armed groups, at-risk youth and women (total of 35,000 beneficiaries) in high-risk neighbourhoods, including 5 projects specifically targeting women affected by violence in the 5 most violence-affected departments	77	Labour-intensive projects (a total of 53,654 workers and targeting specifically women)
	10	Infrastructure projects in nine communes (with an overall population of 134,086)
	5	Projects to reintegrate and provide economic security to 359 beneficiaries
	5	Social mobilization and outreach projects targeting 420,000 participants
	3	Reinsertion projects for 3,040 youths
Provision of advice and support to the National Commission on Disarmament, Dismantlement and Reinsertion on the development and implementation of a basic skills and reinsertion training programme for 1,200 former members of armed groups	Yes	Through the implementation of an apprenticeship placement programme for 20 youth and participation of 1,350 former members of armed groups in watershed management projects

Provision of advice and support to the Government of Haiti on the reinsertion of 200 decommissioned Haitian National Police officers, 400 former armed individuals and prison inmates and 300 former military personnel (former Forces Armées d'Haiti)	No	The non-completion of the output resulted from the reduction in activities following the earthquake. No reinsertion activities were possible in the prisons due to major infrastructure damage caused by the earthquake
Provision of support to the Haitian authorities on the condition of 25 public sensitization and social mobilization campaigns in violence-affected areas to promote the culture of non-violence and increase the number of weapons registered, including 10,000 T-shirts, 7,000 flyers, 8,000 posters, 12,000 stickers, 4,000 school satchels, 10,500 bandanas, 5,000 caps, 20,000 pens, 200 banners, 2 television programmes, 5 radio publicity drives and 4 articles	26	Social mobilization and outreach campaigns, targeting youth and women in violence-affected areas
	45	Radio programmes
	2	Television programmes
	3	Newspaper articles
	2	Press conferences
	2	Interviews
	100	Banners
	53,000	T-shirts
Public information and outreach campaign on law and order, including 50 banners, 500 posters, 750 flyers, 500 stickers, 25,000 pamphlets and 2,000 T-shirts	6	Press conferences
	15	Interviews
	2	Press articles
Deployment of a robust security presence to ensure the security of population displaced by the earthquake	Yes	Through daily deployment of military and police units to assist the Haitian National Police to provide 24-hour-a-day security to 22 camps of displaced persons by roving and static patrols
Implementation of a community-based approach in support of the Haitian National Police to deter criminal activity in and around at-risk camps of internally displaced persons	Yes	Through the establishment of an Internally Displaced Person Camp Unit, comprising 195 individual police officers and 270 formed police unit personnel, and a Gender Unit comprising six female United Nations police officers
Provision of technical and operational support to the Haitian National Police to conduct investigations of cases of violence against women and minors, particularly in internally displaced persons camps	Yes	Through supported static and mobile Haitian National Police patrols in displaced camps through daily deployment of 16 female United Nations police officers to investigate cases of violence against vulnerable persons, in particular women and children

Provision of technical support to the Brigade for Protection of Minors of the Haitian National Police and the Institute of Social Welfare to conduct assessment visits to camps of displaced persons	Yes	Through training sessions on child protection issues and sensitization campaigns techniques to 20 civil agents of the Brigade for Protection of Minors of the Haitian National Police and the Institute of Social Welfare to be deployed in displacement camps; through technical support to the Brigade for Protection of Minors in drafting a communication strategy against child trafficking after the earthquake and in promoting the "hotline 188" to better prevent and respond to the emergency situation
Damage assessments of Haitian National Police facilities damaged by the earthquake	Yes	Through the deployment of 14 United Nations police officers for damage assessment of Haitian National Police facilities in earthquake-affected areas for a two-month period
Elaboration of a United Nations Integrated Strategic Plan for assistance to the Haitian National Police	Yes	Through collaboration with UNODC and UNDP on the United Nations Integrated Strategic Plan for assistance to the Haitian National Police, which was presented to donors on 30 March 2010
Provision of security and public order by securing essential Ministry of Justice and Public Security assets and helping rebuild essential infrastructure to enable minimum operational capacity in the justice sector after the earthquake	Yes	Through technical, logistical and operational assistance to the Ministry of Justice, Prosecutor's Office and the Cour de Cassation to resume activities after the earthquake; through security of affected assets of the Ministry of Justice, in particular the Palais de Justice, for the deployment of United Nations troops and police; through damage and needs assessments of judicial institutions in earthquake-affected areas, and judicial staff (judges, prosecutors, lawyers, clerks, bailiffs); through mobilized bilateral and multilateral support for the Ministry of Justice facilities to refurbish basic infrastructure and the provision of adequate resources for the functioning of the Cour de Cassation at the École de la Magistrature and to build capacity of the École de la Magistrature
Reconstruction of affected facilities of the Ministry of Justice and Public Security and the strengthening of its staffing requirements	Yes	Through technical and logistical support, including the deployment of staff to the Ministry of Justice, the Prosecutor's Office and the École de la Magistrature, to facilitate the rebuilding of the Ministry of Justice and Public Security and the Palais de Justice infrastructure and to ensure the security of their archives
Damage and needs assessment of corrections facilities damaged by the earthquake	Yes	Through technical and logistical support to the Department of Prison Administration to conduct an assessment of prisons damaged by the earthquake
Building capacity of corrections institutions affected by the earthquake	Yes	Through technical and logistical support to the administration of the Department of Prison Administration to develop projects and identify funding sources for capacity-building

Provision of advice to the Ministry of Justice, the Ministry of Social Affairs and the Institute of Social Welfare on violations of children's rights after the earthquake	Yes	Through the organization of two field visits to detention centres to make recommendations to improve the living conditions of the minors detained; through the need assessments of orphanages affected by the earthquake

Expected accomplishment 2.2: progress towards reform and restructuring of the Haitian National Police

Planned indicators of achievement	*Actual indicators of achievement*
Increase in the total number of sworn Haitian National Police officers (2007/08: 8,546; 2008/09: 9,900; 2009/10: 12,000)	A total of 9,409 officers by December 2009 following the graduation of two classes from the Police Academy The start of the twenty-second promotion, scheduled for the first quarter of 2010, was postponed because of the lack of classroom space at the Police Academy following the earthquake
Deployment of Service départemental de la Police Judiciaire in 7 departments (2007/08: 2; 2008/09: 4; 2009/10: 7)	6 trained Haitian National Police officers deployed to regions covering 3 departments; deployment to a lower number of departments resulted from the reduction in training activities following the earthquake
The Haitian Coast Guard is operational in 9 departments (2007/08: 2; 2008/09: 4; 2009/10: 9)	Haitian Coast Guard Units were operational in 4 departments; delays in donor funding resulted in the establishment of fewer Coast Guard bases
The Compagnie d'intervention et de maintien de l'ordre and the Unités départementales pour le maintien de l'ordre are operational in all 10 departments (2007/08: 2 Unités; 2008/09: 5 Unités; 2009/10: 13 (1 Compagnie d'intervention, 12 Unités))	Haitian National Police officers were trained and deployed to 7 departments and to Port-au-Prince as part of the Unités départementales pour le maintien de l'ordre and Compagnie d'intervention et de maintien de l'ordre special units
Increase in the number of Haitian National Police officers specialized in ballistics, fingerprints and toxicology (2007/08: 2 officers specialized in ballistics and 2 in fingerprints; 2008/09: 6 officers specialized in ballistics, 6 in fingerprints and 2 in toxicology; 2009/10: 8 officers specialized in ballistics, 8 in fingerprints and 8 in toxicology)	No increase in the number of Haitian National Police officers specialized in ballistics, fingerprints and toxicology due to the unavailability of experts to conduct the specialized training following the earthquake

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of technical assistance to the Haitian National Police on the planning, management and coordination of the Haitian National Police reform plan	Yes	Through monthly meetings with senior Haitian National Police officials; the frequency of the meetings slowed down in the immediate aftermath of the earthquake but resumed at the end of the reporting period

Provision of basic training for 2,100 police cadets, including a 3-month field training programme and background checks of the applicants	1,126	Police cadets graduated from the Police Academy as part of the twentieth and twenty-first promotions; training for cadets from two additional promotions was suspended owing to the lack of classroom space at the Police Academy following the earthquake
Conduct of remedial field coaching for 1,000 Haitian police officers identified through the competency-based vetting process as inadequate in specific competencies	340	Haitian National Police officers underwent field coaching The lower output resulted from the loss of Haitian National Police infrastructure and change in operational requirements following the earthquake
Conduct of 20 specialized training courses for 600 in-service Haitian National Police officers and of advanced management training for 50 senior officers	25 7	Specialized courses for 433 Haitian National Police officers Advanced training courses for 64 senior officers
Provision of technical assistance to the Haitian National Police on the joint programme for the integrity-vetting of Haitian National Police officers, in conjunction with the Office of the Inspector-General	Yes	Through daily meetings with the Inspector-General of the Haitian National Police to review ongoing cases
Provision of assistance to the Government of Haiti on the reinsertion of 200 decommissioned Haitian National Police officers	No	The non-completion of the output resulted from the reduction in activities following the earthquake. No reinsertion activities were possible in the prisons due to major infrastructure damage caused by the earthquake
Organization of 2 workshops for the senior management of the Haitian National Police for refresher training on human rights	No	The non-completion of the output resulted from the reduction in training activities and change in operational requirements following the earthquake. Instead, technical support on human rights issues was provided to senior Haitian National Police officers
Provision of advice to the Haitian National Police on the strengthening of the Judicial Police, Compagnie d'intervention et de maintien de l'ordre and Unités départementales pour le maintien de l'ordre	Yes	Through monthly meetings with senior Haitian National Police officials to assess progress in the implementation of the Haitian National Police reform
Organization of specialized training for 50 Haitian National Police child protection focal points	Yes	Through training on computer skills for 11 Haitian National Police child protection focal points and 6 Haitian National Police officers of the Brigade for the Protection of Minors The lower output resulted from the unavailability of Haitian National Police officers following the earthquake

Organization of training for 1,400 Haitian National Police cadets and 500 in-service Haitian National Police officers in the commissariats in Port-au-Prince on children's rights and juvenile justice, and on procedures to deal with children in conflict with the law and child victims of sexual violence	128	Haitian National Police officers trained on children's rights and juvenile justice The lower output resulted from the reduction in training activities following the earthquake
Provision of advice to the Haitian National Police on the reception of women victims of violence in police commissariats in collaboration with the mechanism Concertation nationale contre les violences spécifiques faites aux femmes, and on the implementation of the special operating procedures for women victims of violence in 4 departments	Yes	Through technical support to the Haitian National Police for the reception of women survivors of gender-based violence, and in particular to the Haitian National Police Academy for the development of training modules; training of trainers; identification of officers to be deployed; and basic operating procedures to receive survivors of sexual and gender-based violence
Conduct of 3 training seminars on gender issues and violence against women for 120 Haitian National Police gender focal points	No	The non-completion of the output resulted from the cancellation of training seminars and the subsequent redeployment of police officers and gender focal points following the earthquake
Organization of 1 workshop on gender issues and security sector reform for 40 representatives of the Haitian National Police, the judiciary and civil society	No	The non-completion of the output resulted from the non-completion of the research study on gender and security sector reform, on which the organization of the workshop was to be based
Provision of support to the Haitian authorities on the implementation of the 2008-2011 HIV/AIDS National Strategic Plan, in cooperation with the United Nations country team, through the training of 50 HIV/AIDS peer educators, the conduct of 20 awareness sessions and 2 workshops for people living with HIV/AIDS, with emphasis on the uniformed services (Haitian National Police, and Customs and Immigration officers), ministerial staff and representatives of governmental and non-governmental organizations	Yes	Through technical support for 5 peer leader training sessions for 125 Haitian National Police, Customs and Immigration officers, including 43 women; and through the conduct of 9 HIV/AIDS awareness sessions and of one workshop in each of the 9 regions outside the capital to launch the Haitian Coalition of Women on AIDS The lower output resulted from the reduction in activities following the earthquake

Public information, advocacy and outreach campaigns on police reform, including 3 press conferences, 1,000 T-shirts, 1,000 flyers, 3,000 pamphlets, 1,000 posters, 80 banners, 2 television programmes, 5 radio publicity drives and 10 articles to raise awareness about the Brigade for the Protection of Minors within the Haitian National Police	4	Radio programmes
	3	Press conferences
	2	Interviews
	2	Media articles
	1,000	T-shirts
	15	Banners
	3,000	Posters
	5,000	Flyers
	7,000	Stickers
	20,000	Pamphlets

Expected accomplishment 2.3: reform and institutional strengthening of the judicial and correction systems

Planned indicators of achievement	*Actual indicators of achievement*
Completion of the restructuring of the Ministry of Justice to include planning, statistics and judicial inspection units	A law on the reorganization of the Ministry of Justice was drafted. The Planning and Programme Unit became operational and its Coordinator was recruited. However, the work on statistics and judicial inspection units was not completed following the earthquake
Amendment by Parliament of the articles of the Penal Code and the Criminal Procedure Code, and adoption by Parliament of the new civil and commercial legislation	Proposals to reform criminal laws were drafted. The law on custody and habeas corpus was voted by the Parliament but not promulgated
Certification and assignment of 350 existing magistrates by the Conseil supérieur du pouvoir judiciaire in the judiciary according to their qualifications, ethics and competencies	The process on the certification of magistrates was not completed following the earthquake
Participation of 120 *élèves magistrats* in the admission test, including 60 who are undergoing the initial training programme, and completion of on-the-job training sessions for 180 judiciary professionals at the École de la Magistrature	Achieved; 134 candidates participated in the admission test in June 2010 for the recruitment of 20 *élèves magistrats*; more than 250 Judges of Peace underwent on-the-job training during 2009/10

Decrease in the percentage of prisoners held in illegal and prolonged pretrial detention by increasing the number of judgements rendered (2007/08: 87 per cent held in illegal and prolonged pretrial detention; 2008/09: 60 per cent; 2009/10: 80 per cent)	The National Commission on Pre-Trial Detention was established but its activity was suspended following the earthquake. More than 5,000 prisoners escaped in the immediate aftermath of the seism. Support was provided to the Ministry of Justice and the Office of the Prosecutor to address issues related to the rearrest of escaped prisoners and the release of over 60 illegally detained persons. The Tribunal of Port-au-Prince was severely damaged by the earthquake and hearings on criminal and correctional cases were suspended until April 2010
Increase in the number of Legal Aid Offices from 12 offices in 12 jurisdictions in 2008/09 to 16 offices in 16 jurisdictions in 2009/10	Two additional Legal Aid Offices established in Cap-Haïtien and Port-au-Prince; the targeted number of offices was not achieved as a result of the earthquake
No more than 0.5 per cent of prison escapees (2007/08: 0.5 per cent; 2008/09: 0.5 per cent; 2009/10: 0.5 per cent)	Only 4 inmates escaped from prisons from July to December 2009; however, 5,088 detainees escaped in the immediate aftermath of the earthquake from prisons that had been severely damaged by the seism
Increase in the number of recruited and trained Corrections officers in the Haitian Prison Administration (2007/08: 227; 2008/09: 500; 2009/10: 750)	300 prison officers, 40 registrars and 65 officers of the Prison Intervention and Escort Teams trained; the training of corrections officers was suspended following the earthquake

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of technical assistance to the Ministry of Justice on the implementation of the Strategic Justice Reform Plan to support the functioning of an independent, efficient and accessible judiciary in the framework of the poverty reduction strategy paper	Yes	Resulting in the implementation of the justice reform plan on the establishment of a strategic planning and programming unit
Provision of technical assistance to the Ministry of Justice on the restructuring of the Ministry through the adoption of a law and organigramme and the establishment of a functional strategic planning unit, statistics unit and judicial inspection unit	Yes	Resulting in the drafting of legislation on the restructuring of the Ministry of Justice and the establishment of a strategic planning and programming unit to steer the execution of the justice reform process; the judiciary inspection of the Ministry was reinforced through the recruitment of four new inspectors
Provision of technical support to the Ministry of Justice on the coordination of international aid and donor support for the justice system	Yes	Through the identification of donor funding allocated to the Ministry of Justice and of priority intervention areas to reform the justice system

Provision of technical assistance to the Haitian authorities on the drafting of proposals and on the validation of and advocacy for urgent reforms to criminal and other key legislation	Yes	Through technical assistance to the presidential Magloire Working Group to modernize the Criminal Code and the Criminal Procedure Code
Provision of technical assistance to the Conseil supérieur du pouvoir judiciaire, including through capacity-building, on its functioning and activities as a control and disciplinary body, including the certification of the existing magistrates and a functional judicial inspectorate	Yes	Through technical support to elect, nominate and vet 8 out of 9 members to the Board of the Conseil supérieur du pouvoir judiciaire: and through the drafting of proposals for the budget, organigramme and internal rules of the Board, in cooperation with the International Organization of La Francophonie
Provision of technical assistance to the École de la Magistrature on its functioning, the organization of transparent admission tests, the provision of the initial training programme to new *élèves magistrats* and the conduct of refresher courses for serving magistrates and other judicial actors	Yes	Through logistical and financial support to complete the rehabilitation of dormitories and classrooms of the École de la Magistrature; through the completion of a competitive examination to recruit new magistrates; and through the commencement of refresher courses for magistrates and prosecutors
Conduct of 6 on-the-job training sessions for 360 judges, prosecutors, justices of the peace and registry clerks of selected jurisdictions on selected topics of criminal and procedural law, criminology and/or international conventions, in coordination with the École de la Magistrature and donors	7	Sessions of refresher courses for more than 250 serving justices of the peace; the training of prosecutors commenced during the 2009/10 period
Provision of technical assistance, in coordination with the relevant president and public prosecutors of courts and specialized chambers/panels, on issues related to financial and economic crimes, kidnappings and gross violations of human rights	Yes	Through support to the Government on the fight against corruption and the establishment of specialized chambers for cases of corruption and organized crime
Provision of technical assistance to the juvenile tribunals of Port-au-Prince and Cap-Haïtien and to the judges specialized in juvenile justice in different jurisdictions of the country, including through capacity-building, on their functioning and activities	Yes	Through technical assistance to the Juvenile Court in Port-au-Prince and Cap-Haïtien and to judges specialized in juvenile justice to build capacity in different jurisdictions of the country

Provision of advice to and mentoring of judicial actors in all jurisdictions (prosecutors, investigative judges, trial judges, justices of the peace, clerks and registrars) to ensure due process in the administration and functioning of courts and penal proceedings, in particular the reorganization and standardization of court registration processes and case tracking management	Yes	Through technical support to hold criminal hearings in each jurisdiction, train juries and ensure compliance by justices of the peace with internal regulations, and reorganize court registries; the evaluation of newly established case registers in four pilot jurisdictions (Petit Goave, Jacmel, Port-au-Prince, and Saint-Marc) could not be evaluated after the earthquake
Provision of technical support, including the conduct of 2 seminars, on coordination mechanisms and instruments between judicial actors and the Haitian National Police on modalities of arrest and collection of data on cases of arrestees and detainees	Yes	Through technical and logistical support on the publication and dissemination of a catalogue on criminal offences for judicial police officers; through technical support on the drafting of a comprehensive guide on practices and forms to be used by Haitian National Police officers in cases of criminal offences; and through the organization of joint training sessions for United Nations police and Haitian National Police officers on Haitian criminal procedure
Provision of technical assistance to the Ministry of Justice/Conseil supérieur du pouvoir judiciaire on the implementation of the itinerant judges programme	Yes	Through technical support on the drafting of a project to establish relay justice stations (*relais de justice*) to bring justice closer to communities, in particular those affected by the earthquake, by settling disputes through mediation, reconciliation and legal rulings
Provision of technical assistance to Legal Aid Offices in 16 jurisdictions and to the Ministry of Justice on the development of a national legal aid programme	Yes	Through technical assistance on the drafting of a law on the establishment of a national legal aid system, which was submitted to the Ministry of Justice
Provision of technical assistance and advice on the drafting and promotion of relevant legislation and the conduct of 1 workshop on capacity-building to reinforce the capacity of justice auxiliaries (lawyers, bailiffs, registrars)	Yes	Through the organization of 3 workshops to build capacity of justice auxiliaries; and through technical support to finalize draft legislation on bailiff and clerk officials for approval by the Council of Ministers
Provision of advice to the Ministry of Justice, the Ministry of Social Affairs and the Institut du bien-être Social et de recherches on children's rights, juvenile justice and rehabilitation, in particular for the establishment of juvenile rehabilitation centres, and the conduct of 5 training sessions on children's rights for the new personnel of juvenile rehabilitation centres	Yes	Through technical assistance to develop a curriculum for training on children's rights and the rehabilitation of a juvenile centre in Port-au-Prince; through technical and logistical support to organize a national and international children's day, improve detention conditions of juveniles through 3 field visits to detention centres and to implement a schooling project for children in conflict with the law; and through technical support to conduct needs assessments of orphanages affected by the earthquake

Provision of assistance, including the conduct of 2 workshops, to universities and civil society organizations on the organization of debates for a public advocacy and outreach campaign to mobilize popular support for judicial reform	Yes	Through participation in 2 public debates on judicial reform issues with the State University of Port-au-Prince
Provision of advisory and mentoring assistance to the Haitian Prison Administration in 750 prison visits on key strategic and operational issues related to the Strategic Plan for the Haitian Prison Administration, including on security, infrastructure, human resources, training and prison infrastructure	Yes	Through advice and mentoring to the Department of Prison Administration on detention conditions and infrastructure projects; through daily visits of 20 seconded corrections officers, 2 engineers and 1 budget officer to 17 prisons
Provision of technical assistance to the Haitian Prison Administration and to 40 senior Corrections officers, including the training of 8 trainers and 50 Inspectors/Supervisors	Yes	Through technical assistance to the Haiti Stabilization Unit for training of 25 senior Department of Prison Administration officials The lower output resulted from a change in operational requirements following the earthquake
Provision of advice to the Haitian authorities on the development of case management policy (security-level assessment, correctional planning, correctional programme development) and related training programmes	No	The non-completion of the output resulted from the reduction in activities following the earthquake

Component 3: human rights

27. The main priority during 2009/10 was to continue progress towards the promotion and protection of human rights, including those of women and children, facilitate institutional reform, strengthen the capacities of local non-governmental organizations, law enforcement, judicial and administrative authorities and conduct civic education. Following the earthquake, a number of activities, which had not been planned, were carried out to increase State capacity to protect the rights of vulnerable groups affected by the earthquake, in particular women and children. These additional outputs were incorporated into the existing frameworks for the 2009/10 period.

Expected accomplishment 3.1: progress towards the promotion and protection of human rights, including those of women and children

Planned indicators of achievement	*Actual indicators of achievement*
Two international human rights instruments signed and submitted to Parliament for ratification	No human rights instruments were signed and submitted to Parliament owing to changing priorities in the aftermath of the earthquake. However, advocacy was conducted on international human rights instruments, particularly on the International Covenant on Economic, Social and Cultural Rights, through meetings with government officials and training for local government officials, human rights and civil society groups
Increase in the number of cases investigated by the Inspection Générale and brought before the courts for prosecution (2007: 205 investigated — 28 referred to courts; 2008: 120 investigated — 40 referred to courts; 2009: 250 investigated — 45 referred to courts)	While no information was made available due to the disruption caused by the earthquake, it was estimated that the number of cases investigated and referred to courts reached the levels expected for 2009/10. The Inspection Générale building was severely damaged. The archives of the Inspection have not been retrieved from the building and the unit in charge of data collection has not been operational since the earthquake
Haitian authorities reporting in accordance with obligations under conventions and treaties ratified by the State	The Haitian Government priorities have changed following the earthquake
Ratification by Parliament of the 2 Optional Protocols to the Convention on the Rights of the Child	Parliament has not ratified the Optional Protocols following the earthquake

Planned outputs	*Completed (number or yes/no)*	*Remarks*
10 public reports on the human rights situation throughout Haiti	6	Monthly reports comprising 4 reports from July to October 2009 and 2 reports from May to June 2010; the other 4 reports were not completed owing to evolving operational requirements and the death of human rights staff as a result of the earthquake
Biannual public, analytical human rights reports	No	The non-completion of the output was attributable to the loss of files in the earthquake and the lack of capacity for the redrafting of the report owing to the limited number of human rights staff between January and May 2010
2 public thematic human rights reports	1	Public thematic report was drafted and submitted for approval by the Office of the Special Representative of the Secretary-General as of December 2009; final approval of the report was pending comments from the Haitian Government

Provision of advice and mentoring to the Office pour la protection des citoyens (ombudsperson office) on human rights issues and the conduct of human rights investigations	Yes	Through technical support to the ombudsperson office to identify the needs and strategic goals of the office and develop a multi-year workplan
Provision of advice to the Haitian authorities on the ratification of human rights treaties and conventions, including the 2 Optional Protocols to the Convention on the Rights of the Child	Yes	Through technical support to Parliament concerning the Hague Convention on Protection of Children and Cooperation in Respect of Inter-country Adoption and domestic legislation on adoption; through regular meetings with the members of the Parliamentary Commission on Social Affairs, as well as a two-day workshop for 60 judges, lawmakers and political parties' representatives on measures to strengthen the legal framework in support of vulnerable children held at the end of 2009
Conduct of 8 training courses for 25 national human rights NGOs (total of 125 participants) on the right to health and property	5	Training courses for a total of 246 participants from NGOs on the right to health and related issues
Conduct of 8 training courses for 25 national human rights NGOs on the monitoring of political rights during the elections	1	Training course for 25 NGO participants on monitoring of political rights during elections
Conduct of 8 training courses for 250 judicial and corrections officers on human rights	22	Training courses, comprising 8 training sessions for between 30 and 40 judges at the École de la Magistrature; 1 training session for 78 new recruits for the Brigade for the Protection of Minors of the Haitian National Police; 1 training session for 48 corrections officers in the North-East Department, in cooperation with UNDP; 1 training session on standard minimum rules for detainees and correction officers in Jacmel; 3 training sessions for 28 corrections officers in the Central Department; and 8 training sessions for 128 judges in the Central Department
Organization of 1 joint training seminar, in cooperation with OHCHR, for 15 Haitian authorities on the preparation of regular reports on the human rights treaties and conventions ratified by the State	No	The non-completion of the output was attributable to the earthquake
Provision of advice and advocacy to the Haitian authorities on the reporting obligations under human rights treaties and conventions ratified by the State, such as the International Covenant on Civil and Political Rights and the Convention on the Rights of the Child	Yes	Through technical support and advice in support of 5 training workshops on the Universal Periodic Review for a total of 158 participants held in the departments of Grande Anse, Artibonite, Southeast and North Department

Provision of advice and advocacy to the Haitian authorities on the adoption of the 2 Optional Protocols to the Convention on the Rights of the Child	13	Through monthly meetings with the members of the Parliamentary Commission on Social Affairs and a two-day workshop for 60 judges, lawmakers and political parties' representatives on measures to strengthen the legal framework in support of vulnerable children, held at the end of 2009
Provision of support to the United Nations country team and the Concertation nationale contre les violences faites aux femmes on coordination issues related to violence against women and on the development of a data-collection system documenting violence against women in 5 departments	Yes	Through technical support for and participation in a two-day training session on data collection on violence against women organized by the Concertation nationale, and a meeting with representatives of the Ministry for Women's Affairs to identify a working strategy for the legal commission of Concertation nationale
Provision of technical advice to the Ministry of Women's Affairs, in cooperation with the United Nations country team, on the application of the Convention on the Elimination of All Forms of Discrimination against Women, including advocacy for the adoption of the Optional Protocol to the Convention	Yes	Through technical support and monthly meetings with representatives of the Ministry of Women's Affairs, and Table Sectorielle "Genre" on implementation and public awareness of the Convention on the Elimination of All Forms of Discrimination against Women
Monitoring and reporting of violations against children affected by armed violence in accordance with relevant Security Council resolutions, including resolution 1612 (2005)	Yes	Through the submission of one Global Horizontal Note on Children Affected by Armed Conflict in July 2009; inputs on Haiti for the ninth annual report of the Secretary-General on children and armed conflict; the organization of 1 training on 6 grave violations against children; and 12 monitoring missions to regions and neighbourhoods affected by violence
Conduct of 6 training sessions for Haitian and national institutions on the monitoring of violations against children	No	The non-completion of the output was attributable to the earthquake
Conduct of 5 training sessions for 100 journalists on ethical principles of reporting on child victims of kidnapping and sexual violence and children affected by armed violence	2	Training sessions for 46 journalists
Provision of advice to the Haitian authorities, in cooperation with the United Nations country team, on HIV/AIDS, including on legislation and the prevention of stigma and discrimination against people living with HIV/AIDS	Yes	Through awareness sessions on HIV/AIDS prevention, stigma and discrimination marking the anniversary of World AIDS Day; similar activities planned with Haitian authorities for the second half of the financial period were not carried out following the earthquake

Public information campaign, in collaboration with local authorities in 9 departments, on the strengthening of human rights standards, including 300 banners, 600 posters, 200 stickers, 4 radio broadcasts, 4 media articles, and the promotion of a human rights film festival in the regional multimedia centres; the celebration of 3 human rights days per year (women, children and human rights), including 2,200 posters, 1,500 T-shirts, 5 radio broadcasts and 6 media articles; and awareness-raising on 2 human rights conventions, including 2 radio broadcasts, 2 media articles and 1,000 copies of human rights conventions in French and in Creole to raise awareness of 2 human rights conventions	Yes	Through public information activities, targeting the general audience and in particular youth, to raise awareness on human rights standards and mobilize public opinion against discrimination, including:
	113	Radio programmes
	3	Television programmes
	75	Internet articles
	4	Newspaper articles
	5	Press conferences
	2	Interviews
	6,000	Posters
	2,000	T-shirts
Public information campaign on the promotion and protection of human rights of women, including 4 radio broadcasts and 30 banners, 15,000 posters, 15,000 pamphlets, 6,000 T-shirts, 3 radio programmes, 3 national radio spots, 3 television programmes, 3 media articles and 27 public events at the regional multimedia centres	Yes	Through public information activities, targeting mainly women and youth, to raise awareness of women rights and mobilize public opinion against gender- and sexual-based violence, including:
	4	Television programmes
	2	Press conferences
	3	Media articles
	10,000	Posters
	37,000	Pamphlets
Public information campaign on the protection of children's rights, prevention of child trafficking and illegal orphanages, including 1,000 posters, 5 radio broadcasts, 35 banners, 2,000 stickers, 22,000 pamphlets, 3,000 T-shirts, 4 radio programmes on thematic issues related to children's rights, 3 television programmes and 3 media articles to support awareness of the activities of the Institut du bien-être social et de recherches	Yes	Through public information activities, targeting the general public, to raise awareness of child protection issues, including:
	4	Television programmes
	4	Media articles
	2	Press conferences
	2,000	Pamphlets
	35	Banners
	9,000	Posters
	5,000	Flyers
	12,700	Stickers
	1,000	T-shirts

Public information campaign to raise awareness of HIV/AIDS, to promote World AIDS Day and to support the HIV National Multisectorial Strategic Plan, including 20 banners, 1,000 posters, 2,000 pamphlets, 4 radio broadcasts, 2 television programmes, 3 media articles and 9 public events at regional multimedia centres	Yes	Through public information activities, targeting youth in particular, to raise awareness of HIV/AIDS issues; through public activities on World AIDS Day in 10 departments and the distribution of:
	664	T-shirts
	700	Stickers
	800	Posters
	4,100	Brochures
Provision of technical support to the Government to strengthen the human rights protection of vulnerable groups affected by the earthquake	Yes	Through the production of 10 guidance papers for the Government and other actors on the response to key protection issues in post-earthquake Haiti, such as the protection of persons with disabilities, the right to adequate housing, and land rights, protection and food security, and protection and land rights, in cooperation with UNHCR; through a training session on gender awareness in the humanitarian context for local officials and representatives of women's associations
Provision of capacity-building support for NGOs on human rights	Yes	Through regular Protection Cluster meetings (approximately 2 per week since 12 January), in coordination and orientation by NGOs on protection concerns; through protection training sessions for the Human Rights Section and NGO personnel to build capacity and address human rights issues
Provision of public information activities on sexual and gender-based violence against women and children displaced by the earthquake	Yes	Through public information activities to raise awareness of cases of sexual and gender-based violence against women and children in displacement camps
Provision of support to State authorities and MINUSTAH on improving the protection of 1.5 million internally displaced persons in camps	Yes	Through 2 Joint Security Assessments and 6 Joint Security Assessments coordination meetings on the security of internally displaced persons in camps involving joint teams of human rights officers, Haitian police, United Nations police, United Nations military and humanitarian actors
Monitoring and reporting of violations against children affected by the earthquake	Yes	Through monitoring and reporting of violations against children in the areas most affected by the earthquake
Assessment and reporting on the opinions of Haitians on reconstruction and development of the country in the post-earthquake period	Yes	Through a series of focus groups in the 10 departments to capture the aspirations of Haitian citizens who were not members of organized civil society groups and, as such, would not be included in formal consultations to ensure that the opinions of average Haitian citizens on the country's reconstruction and development could be heard

Component 4: humanitarian development coordination

28. The main priorities for the 2009/10 budget period were capacity-building of coordination mechanisms at the departmental level. Following the earthquake, the activities of the humanitarian development component were realigned to assist the Government, the Office for the Coordination of Humanitarian Affairs and the United Nations country team to coordinate humanitarian and early recovery efforts. A number of activities, which had not been planned, were carried out to ensure fair and effective delivery of humanitarian assistance and an equitable and well-resourced recovery process. These additional outputs were incorporated into the existing frameworks for the 2009/10 period.

Expected accomplishment 4.1: improved humanitarian situation and progress towards economic recovery and poverty reduction in Haiti

Planned indicators of achievement	*Actual indicators of achievement*
Reinforcement of departmental coordination mechanisms (Tables de concertation départementale and related sector groups) whereby the Ministry of Planning and External Cooperation plans and coordinates basic social services delivery without external support (2007/08: 2; 2008/09: 3; 2009/10: 5)	Achieved; 10 Tables de concertation départementale established, 7 of which were operating without external support
130 national officials (60 mayors, 50 Municipal Committee agents, 20 civil servants) are trained to respond to a natural or man-made humanitarian crisis and to provide emergency assistance and basic social services for the local population	The training did not take place because of logistical difficulties, lack of funding and the unavailability of trainers and participants following the earthquake. However, a total of 4 training seminars for 453 mayors, civil servants and municipal committee agents were conducted in the North-East, Central, Grande Anse, South-East and North Departments

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of advice to the Haitian authorities, including the Ministry of Planning and External Cooperation, on issues related to humanitarian and development needs and on the coordination and implementation of the poverty reduction strategy paper and the United Nations Development Assistance Framework	Yes	Through 15 working meetings with the Departmental Directors and the Central Director of the Ministry of Planning to revise the coordination strategies of the programmes and projects derived from the national growth strategy and for poverty reduction

Provision of technical assistance to the Tables de concertation départementales on the development of their capacity, including provision of support to monthly meetings of the Tables de concertation départementales with government officials, representatives of United Nations agencies, funds and programmes, NGOs and civil society in 10 departments	Yes	Through mentoring activities and monthly meetings of Tables de concertation in 7 departments, with the participation of departmental delegates, NGOs, United Nations agencies and members of civil society
Provision of technical support to local Haitian authorities in the 10 departments on natural disaster preparedness and response capacity, in collaboration with the United Nations country team	Yes	Through logistical support, communication and security provided to national and local authorities during the hurricane season, including the mobilization of special and regular flights, security briefings, coordination of disaster response, assistance in the evacuation of populations at risk and logistic and security support for shelters
Provision of support, through monthly coordination meetings with humanitarian and development partners, on the review of response priorities (food crisis, agriculture production, labour-intensive activities and safety nets), in coordination with the Government of Haiti	Yes	Through monthly meetings with humanitarian and development partners on food security and crisis management
Public information and advocacy campaign, in collaboration with the United Nations country team, on natural risk and disaster management in support of national institutions, including 10,000 pamphlets, 1,000 posters, 15 television programmes and 4 audio-visual publicity spots	Yes	Through public information activities, targeting the general public, to raise awareness of emergency preparedness and risk reduction measures, including:
	9	Television programmes
	4	Press conferences (2 by the Special Representative of the Secretary-General and 2 by the Deputy Special Representative of the Secretary-General and Humanitarian Coordinator)
	2	Newspaper articles
	500	Banners
	2,000	Posters
	20,000	Flyers
	5,000	T-shirts
Provision of security for relief organizations	Yes	Through security escorts to humanitarian organizations to distribute 18,747 metric tons of food and water to more than 2 million people affected by the earthquake

Provision of logistical and operational support to relief operations	Yes	Through a large number of civil-military operations, including medical assistance, food distribution, and support to local schools, orphanages, hospitals and camps of displaced persons in earthquake-affected areas; through a signed memorandum of understanding on medical support to a French army unit sent to Haiti to assist with reconstruction work in the aftermath of the earthquake
Provision of operational and logistical support to debris removal and infrastructure repair activities	Yes	Through daily operations of military engineer companies to assist in debris removal and public infrastructure repair activities, including 8 kilometres of road, necessary to ensure a secure and stable environment for relief and early recovery efforts
Provision of operational and logistical support to natural disaster preparedness and risk mitigation efforts	Yes	Through daily operations of troops to clean 3,200 metres of ditches to allow proper drainage in preparation for hurricane season and potential heavy rains after the earthquake; through an integrated response for natural disasters in both Port-au-Prince and regional offices, to include responses by MINUSTAH, the United Nations country team and the Haitian National Police
Provision of technical support to the Government and humanitarian and development partners to coordinate relief and early recovery efforts after the earthquake	Yes	Through daily and weekly meetings with humanitarian partners and government officials to coordinate and deliver assistance to the displaced population and other vulnerable groups; through the implementation of cash-for-work and other early recovery programmes; through visits to hospitals and displaced camps to assess the humanitarian situation of displaced persons
Provision on the use of good offices, technical and logistical support to help coordinate international assistance to Haiti	Yes	Through the establishment of a Liaison and Support Centre in Santo Domingo in February 2010 to coordinate international assistance to Haiti with the Government of the Dominican Republic, the diplomatic and donor representatives based in the Dominican Republic, as well as its United Nations country team; through the good offices of the Secretary-General to assist the participation of the Government of Haiti in several donor conferences, including the World Summit on the Future of Haiti and the first meeting of the Interim Haiti Recovery Commission; through support in the framework of the recently established Bi-National Mixed Commission and the United Nations county team strategy in the development of the Haitian-Dominican border
Public information activities in relation to the specific needs of the population displaced by the earthquake	Yes	Through weekly video soap operas screened on mobile cinema in camps of displaced persons, and expanded broadcasting of MINUSTAH FM radio from 12 to 24 hours, to disseminate messages on rubble removal, camp relocations, security and safety, immunization, health, sanitation, protection issues, including sexual and gender-based violence, pre-election registration and the electoral process

Component 5: support

29. Mission support initiatives during the 2009/10 period were redefined as a result of the earthquake. All available resources were realigned towards contributing to the humanitarian and relief efforts in Haiti. With the collapse of the former Mission headquarters in the Christopher Hotel and the destruction of some of the office buildings at the Logistics Base, there was a drastic increase in requirements for office space. MINUSTAH also took on the responsibility of providing the much-needed space for a significant number of United Nations agencies and other international organizations. Housing accommodation has also become another overriding exigency with the mass destruction of viable living quarters throughout Port-au-Prince. Thus, Mission resources were also rechannelled to initially subsidizing the temporary accommodation of personnel in a ship.

30. The magnitude of the damage and the natural need for the Mission to address the new requirements has exhausted planned resources. Although MINUSTAH had a contingency plan in place when the disaster occurred, the scale of such natural disaster was not foreseen and, therefore, even external emergency assistance to the Mission (e.g., from UNLB) proved challenging in meeting the additional requirements.

Expected accomplishment 5.1: effective and efficient administrative, logistical and security support to the Mission

Planned indicators of achievement	*Actual indicators of achievement*
Maintenance of ambulance services 24 hours a day, 7 days a week, for all MINUSTAH personnel in Port-au-Prince and in 3 regions (2007/08: Port-au-Prince; 2008/09: Port-au-Prince, Cap-Haïtien, Les Cayes and Gonaïves; 2009/10: Port-au-Prince, Cap-Haïtien, Les Cayes and Gonaïves)	Achieved; ambulance services maintained 24 hours a day, 7 days a week for all MINUSTAH personnel in Port-au-Prince and in 3 regions
Maintenance of 90 per cent compliance with the environmental standards of Headquarters and of Haiti (2007/08: 84 per cent; 2008/09: 90 per cent; 2009/10: 90 per cent)	Achieved; 91 per cent compliance with the environmental standards of the Department of Field Support and of Haiti
No cases of fuel fraud (2007/08: 3; 2008/09: 0; 2009/10: 0)	2 cases of suspected fuel fraud reported

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Service improvements		
Provision of ambulance services 24 hours a day, 7 days a week, for all MINUSTAH personnel in Port-au-Prince and in 3 regions (Cap-Haïtien, Les Cayes and Gonaïves)	Yes	Through the maintenance of ambulance services for all MINUSTAH personnel

Implementation of proper utilization of disposal yards and monitoring of external service contracts for the disposal of all obsolete and written-off material, including hazardous materials	No	The implementation of the disposal yards was not fully accomplished, owing to the reprioritization of resources following the earthquake A new site or disposal yard has not been secured in Gonaïves after the 2008 hurricanes damaged the Mission incinerator and rendered the previous site unusable. Due to environmental concerns, the incinerator located in the disposal yard in Cap-Haïtien would be moved to another location on the current disposal site In the absence of fully functioning regional disposal yards, a limited level of operational support was provided through the Mission disposal yard in Port-au-Prince The Mission contracted the service for the disposal of electronic and metal scraps, used and damaged tires, used lead acid batteries, and waste oil. Routine monitoring and evaluations were carried out to verify that obsolete and written-off materials are collected on time, stored and disposed of in an environmentally friendly manner in accordance with the contract specifications
Monitoring and reinforcement of environmental compliance in all MINUSTAH sites through regular inspections and corrective actions to meet regulatory environmental standards	Yes	Full environmental compliance in all MINUSTAH sites through: (a) 80 environmental inspections carried out throughout the Mission and reports issued, in which recommendations and technical advice/remediation measures were provided; (b) 25 food inspections in the Mission cafeterias in Port-au-Prince and the regions were conducted, as part of preventive measures relating to food contamination; (c) The development and adoption of an Environmental Action Plan for the Mission
Implementation of an environmental awareness programme through training, presentation and publications to support environmental protection	Yes	Environmental awareness programmes implemented through 45 environmental briefing sessions to newly deployed military contingents and formed police units
Operation of electronic monitoring and control systems for fuel usage in all United Nations-owned vehicles	No	The Mission was initially part of a pilot programme for the implementation of the new Electronic Fuels Monitoring System (EFMS), which, in addition to monitoring fuel consumption of vehicles, will also monitor fuel consumption of generators. However, as a result of the earthquake, the Mission could no longer be part of the pilot implementation phase, although the full implementation of the EFMS to all missions is expected to be completed in MINUSTAH in the 2011/12 period

Military, police and civilian personnel

Emplacement, rotation and repatriation of an average strength of 7,060 military contingent personnel, 1,140 formed police personnel and 975 United Nations police officers (including 24 seconded Corrections Officers)	7,561	Military contingent personnel (average strength) The higher number was attributable to the increase in the authorized strength of military contingent personnel pursuant to Security Council resolution 1908 (2010)
	1,278	Formed police personnel (average strength) The higher number resulted from the increase in the authorized strength of formed police personnel pursuant to Security Council resolution 1908 (2010)
	929	United Nations police officers, including 24 seconded Corrections Officers (average strength) The lower number was attributable to the delayed deployment of United Nations police officers
Verification, monitoring and inspection of contingent-owned equipment and self-sustainment for an average strength of 7,060 military contingent personnel and 1,140 formed police personnel	288	Verification reports, comprising inspections on arrival (10), periodic (215), operational readiness (55), spot checks (7) and repatriation (1) for an average strength of 7,450 military contingent personnel (excluding staff officers) and 1,278 formed police personnel
Storage and supply of rations and water for an average strength of 7,060 military contingent personnel and 1,140 formed police personnel in 30 locations	Yes	Supply of rations and water for an average strength of 7,450 military contingent personnel and 1,278 formed police personnel in 33 locations
Storage and supply of 54,568 litres of diesel for cooking purposes in support of 7,060 military contingent personnel and 1,140 formed police personnel	262,588	Litres of diesel for cooking purposes The higher output resulted from the shift from the use of liquefied petroleum gas to diesel and electric-powered cookers
Administration of an average of 552 international staff, 1,293 national staff and 231 United Nations Volunteers, including temporary positions	475	International staff, including 15 temporary positions (average strength)
	1,237	National staff, including 59 temporary positions (average strength)
	209	United Nations Volunteers The lower numbers of civilian personnel resulted from: (a) The death of staff members and separation of some staff from the Mission following the earthquake; (b) Overall challenges encountered with the adoption of the new recruitment and selection system

Implementation of a conduct and discipline programme for all military, police and civilian personnel including training, prevention, monitoring and recommendations on remedial action where misconduct has occurred	3,926	Military, police and civilian personnel directly trained on conduct and discipline issues, including sexual exploitation and abuse, as well as safety driving
	219	Cases of misconduct and non-misconduct reported
	54	Reprimands issued
	6	Driving permits withdrawn
	24	Cases referred to United Nations Headquarters for further investigations and disciplinary action
	3	Conduct and Discipline Team posters designed, printed and distributed during induction trainings
	2	Assessment visits to Jacmel and Cap-Haïtien, in line with Conduct and Discipline Team mandate on oversight of personnel misconduct (i.e., determine the situation on the ground with regard to personnel misconduct and establish how the Conduct and Discipline Team can provide further assistance to the Field Offices, to the military contingents and to the police component stationed in the area, especially with regard to training and preventive measures)
	1	Military welfare assessment
	1	Risk assessment visit as part of preventive measures
	2	Investigatory and Disciplinary Group meetings convened with the aim to streamline processes with the Investigatory and Disciplinary Group actors and to strengthen coordination with regard to investigations, prevention of misconduct and other relevant issues pertaining to misconduct
Facilities and infrastructure		
Maintenance of 143 MINUSTAH premises and locations, comprising 45 military sites, 10 United Nations formed police sites, 55 civilian staff premises, 8 United Nations police premises and 25 United Nations police co-locations	152	MINUSTAH premises and locations, comprising 50 military sites, 19 United Nations formed police sites, 10 United Nations police premises, 50 civilian staff premises and 23 United Nations police co-locations The higher number of military and police sites and premises resulted from the increase in the authorized strength of military and police personnel pursuant to Security Council resolution 1908 (2010) The lower number of civilian staff premises resulted from the destruction of civilian staff premises caused by the earthquake

Provision and maintenance of sanitation services for 143 premises, including sewage and garbage collection and disposal	Yes	For a total of 152 premises, including sewage and garbage collection and disposal
Operation and maintenance of 44 water supply sources and 16 United Nations-owned water purification plants in 10 departments and 1 water bottling plant in Port-au-Prince	61	Water supply sources
	16	United Nations-owned water purification plants
	1	Water bottling plant
		The higher number of water supply sources was due to the construction of drilled wells in a number of new sites. The water requirements on some of the new sites necessitated the construction of more than one source of water supply
Storage and supply of 9.9 million litres of petrol, oil and lubricants for generators	9.85	Million litres of petrol, oil and lubricants for generators
Maintenance and renovation of 118 km of roads in Port-au-Prince	50	Kilometres of roads in Port-au-Prince
		The lower output was due mainly to the fact that Mission support operational priorities changed after the earthquake
Construction of 2 new helicopter landing sites and upgrade of 38 helicopter landing facilities with night landing capabilities (Les Cayes and Cap-Haïtien)	No	The Mission had concluded the planning phase for the construction of the 2 new helicopter landing sites. However, with the reprioritization of resources that occurred as a result of the earthquake, the construction works as well as the planned upgrade of 38 helicopter landing sites were put on hold
Maintenance of fire systems for 143 MINUSTAH premises and locations to comply with fire safety standards	155	MINUSTAH premises and locations to comply with fire safety standards
Provision and maintenance of equipment and supplies in support of an average of 2,076 civilian personnel, 975 United Nations police personnel (including 24 seconded Corrections Officers) and 102 staff officers	1,921	Civilian personnel, including 74 temporary positions (average strength)
	929	United Nations police personnel, including 24 Corrections Officers (average strength)
	111	Staff officers (average strength)
Ground transportation		
Operation and maintenance of 1,067 vehicles and 102 vehicle attachments in 11 workshops in 11 locations	1,320	Vehicles
	123	Vehicle attachments
	12	Workshops
	12	Locations

		The higher number of vehicles and vehicle attachments resulted from the postponement of scheduled write-off actions to meet the expected surge in requirements in relation to the upcoming elections and the provision of logistical support to assist the Government of Haiti as mandated by Security Council resolution 1908 (2010)
Storage and supply of 5.1 million litres of petrol, oil and lubricants for 1,067 United Nations-owned vehicles and 1,477 contingent-owned vehicles	4.93	Million litres of petrol, oil and lubricants for 1,320 United Nations-owned vehicles and 1,833 contingent-owned vehicles The lower consumption of fuel was attributed to the vehicles which had been received but yet to be issued by 30 June 2010. In addition, there were fewer movements of staff immediately after the earthquake as staff were either on mandatory temporary relocation, extended leave, housed in the Logistics Base or their respective office locations owing to safety and security concerns, and on the moored vessel later contracted for staff accommodation
Operation of a daily shuttle service in Port-au-Prince, 24 hours a day, 7 days a week, for an average of 729 United Nations military, police and civilian personnel	Yes 649	For 7 days a week, the Mission operated dispatch shuttle services for an average of 649 daily passengers (international and national staff, United Nations Volunteers, United Nations police personnel and military staff officers) The lower output was attributable to fewer movements of staff immediately after the earthquake as staff were either on mandatory temporary relocation, extended leave, housed in the Logistics Base or in their respective office locations owing to safety and security concerns, and on the moored vessel later contracted for staff accommodation
Air transportation		
Management and operation of 10 rotary-wing aircraft (6 military and 4 civilian) and 2 fixed-wing aircraft (1 military and 1 civilian) in 4 airfields and 7 helicopter landing sites	10	Rotary-wing aircraft, comprising 6 military and 4 civilian
	3	Fixed-wing aircraft, comprising 1 military and 2 civilian In the aftermath of the earthquake, to support emergency and humanitarian activities, the Mission requested the optional second fixed-wing aircraft. The aircraft was positioned in the Mission on 15 January 2010 and de-positioned on 4 June 2010
	4	Airfields (Port-au-Prince, Cap-Haïtien, Les Cayes and Jeremie)
	15	Helicopter landing sites, including 7 in daily use for regular flights services
Maintenance of the capability for simultaneous deployment of aircraft to 3 temporary operating bases in the regions	Yes	Through the capability for deployment at 3 temporary operating bases in Cap-Haïtien, Les Cayes and Gonaïves

Provision of round-the-clock aviation operations support, including search and rescue, casualty and medical evacuation, and night flights	Yes	Through full 24-hour aviation operations support, including special military operations, search and rescue, casualty and medical evacuations, night flight. During the emergency phase following the earthquake, relief and humanitarian efforts were also supported through use of the Mission air assets
Storage and supply of 3.8 million litres of aviation fuel for 10 rotary-wing and 2 fixed-wing aircraft	3.0	Million litres of aviation fuel for 10 rotary-wing and 3 fixed-wing aircraft The lower output resulted from reduced requirements for flying hours for rotary-wing aircraft on normal operations (troop rotations, resupply activities and within Mission cargo movements) following the earthquake. The unavailability of the fixed-wing aircraft for military reconnaissance in support of border management for a period of over two months also contributed to the lower requirements
Naval transportation		
Storage and supply of 2.6 million litres of petrol, oil and lubricants for 16 contingent-owned naval vessels	252,457	Litres of petrol, oil and lubricants for 24 contingent-owned naval vessels The lower consumption of fuel for naval operations resulted mainly from the lower number of patrols as a result of delays and challenges on the construction of boat ramps, as well as the cancellation of patrols owing to poor weather conditions. The additional 8 naval vessels were deployed as part of the Mission maritime operations
Communications		
Provision of support to and maintenance of a satellite network consisting of 2 Earth station hubs and 23 very small aperture terminal (VSAT) systems (9 in Port-au-Prince and 14 in remote locations) to provide voice, fax, video, data communications, disaster recovery and business continuity services	1	Satellite network consisting of 2 Earth station hubs and 28 VSAT systems (11 in Port-au-Prince and 17 in remote locations) The higher number of VSAT systems was attributable to the acquisition of new units to replace units damaged during the earthquake, which had still not been written off from the Mission inventory as at 30 June 2010
Provision of support to and maintenance of 31 telephone exchanges and 138 microwave links	52 138	Telephone exchanges for an average of 3,138 users Microwave links The higher number of telephone exchanges was attributable to the acquisition of new exchanges to replace units damaged during the earthquake and those initially scheduled for write-off due to obsolescence, which had not been written off from the Mission inventory as at 30 June 2010

Provision of support to and maintenance of the ultra-high frequency (UHF) repeater network consisting of 3,469 hand-held radios, 1,239 mobile radios, 115 base station radios, 2,129 hand-held radios trunking, 650 mobile radios trunking and 80 trunking base station radios	3,333	Handheld radios
	1,223	Mobile radios
	55	Base station radios
		The lower number of hand-held and base station radios resulted from the completion of the write-off process for units damaged during the earthquake
	2,385	Hand-held radios trunking
		The higher number of trunking hand-held radios and base stations was attributable to the acquisition of new units to replace units damaged during the earthquake, which had not been written off from the Mission inventory as at 30 June 2010
	650	Mobile radios trunking
	90	Trunking base station radios
Provision of support to and maintenance of the high frequency (HF) network consisting of 1,121 mobile radios with a global positioning system (GPS) option and 107 data-capable base stations	893	Mobile radios with GPS option
	104	Data-capable base stations
		The lower number of mobile radios was due to the completion of the write-off process of units damaged during the earthquake
Provision of support to and maintenance of 13 communications centres	13	Communications centres through an outsourcing service agreement with the United Nations Office for Project Services
Provision of support to and maintenance of 25 communications sites to enhance microwave and ultra-high frequency network coverage throughout Haiti	25	Communications sites
Information technology		
Provision of support to and maintenance of 106 servers, 2,416 desktop computers, 874 laptop computers, 618 printers and 181 digital senders	184	Servers
	3,147	Desktop computers
	1,196	Laptops
	147	Printers
	239	Digital senders
		The higher number of servers, desktop computers, laptops and digital senders was attributable to the acquisition of new units to replace units damaged during the earthquake, which had not yet been written off from the Mission inventory as at 30 June 2010

		The lower number of printers was due to the reclassification of some information technology assets from non-expendable to expendable in 2008/09
Provision of support to and maintenance of local-area networks (LAN) and wide-area networks (WAN) for an average of 3,700 users	4,388	Users of LAN and WAN
		The higher number of e-mail accounts resulted from the creation of MINUSTAH e-mail accounts for use by staff from United Nations Headquarters and other peacekeeping missions deployed to MINUSTAH on temporary assignments following the earthquake
Medical		
Operation and maintenance of 26 level-I clinics in Port-au-Prince and regional locations and 1 level-II hospital in Port-au-Prince for the provision of medical services to all Mission personnel and to staff of other United Nations agencies in cases of emergency	32	Level-I clinics located in Port-au-Prince and regional locations owned by troop- and police-contributing countries
	4	United Nations-owned level-I clinics located in Port-au-Prince, Les Cayes, Gonaïves and Cap-Haïtien
		The higher number of level-I clinics operated and maintained resulted from the deployment of additional military and police personnel authorized under Security Council resolution 1908 (2010)
	1	Level-II hospital (contingent owned)
Operation and maintenance of a central laboratory in Port-au-Prince and 3 basic laboratories in Cap-Haïtien, Gonaïves and Les Cayes	1	Central laboratory established in Port-au-Prince
	3	Basic laboratory services established in the regions
Operation and maintenance of 24-hour service in the United Nations level-I clinic in Port-au-Prince and an emergency service 24 hours a day, 7 days a week, in the regions through the military level-I clinics and a civilian doctor on call	Yes	Through the 24-hour service in the United Nations level-I clinic in Port-au-Prince. In the 3 regional headquarters (Cap-Haïtien, Les Cayes and Gonaïves), primary health care was provided by United Nations-owned level-I clinics during working hours and after working hours by the troop-contributing country level-I clinics. Complicated health cases and emergencies referred to Port-au-Prince for further consultations and treatment
Operation and maintenance of a central dispensary in Port-au-Prince and basic dispensaries in Cap-Haïtien, Les Cayes and Gonaïves	1	Central dispensary in the United Nations clinic in Port-au-Prince
	3	Basic dispensaries in the regional United Nations-owned level-I clinics in Cap-Haïtien, Les Cayes and Gonaïves
Maintenance of Mission-wide land and air evacuation arrangements for all Mission personnel, including strategic air evacuations from a level-I facility to a level-II hospital and from a level-II hospital to a level-III or level-IV facility	453	Medical evacuations performed (287 internal evacuations (81 non-earthquake-related evacuations and 206 earthquake-related evacuations) to level-II hospital, and 166 external evacuations to level-III facilities)

Operation and maintenance of HIV voluntary confidential counselling and testing facilities for all Mission personnel	1,822	Voluntary confidential tests conducted at 2 VCCT centres in Port-au-Prince and by mobile teams operating in 10 regions
	21	Post-exposure prophylaxis (PEP) kits distributed
HIV sensitization programme, including peer education, for all Mission personnel	Yes	Awareness campaigns through 108 induction sessions and 80 refresher courses for 6,065 MINUSTAH personnel, including 3,233 military personnel, 1,586 United Nations Police and Formed Police Unit and 1,246 civilian personnel
		Awareness campaign materials were also distributed to Mission personnel as follows:
	11	Electronic letters
	1,338	Awareness cards
	600	T-shirts
	600	Stickers
	600	Posters
	3,500	Brochures
Security		
Provision of security services, 24 hours a day, 7 days a week, for an average of 102 staff officers, 975 United Nations police officers (including 24 Corrections Officers), 552 international staff and 231 United Nations Volunteers, including close protection of VIPs, as well as for United Nations facilities and sites	Yes	Through round-the-clock security services for an average of 111 staff officers, 929 United Nations police (including 24 Corrections Officers, based on the applicability of the arrangements in the United Nations security management system), 475 international staff and 209 United Nations Volunteers, including close protection of VIPs, as well as United Nations facilities and sites
		In addition, following the earthquake of 12 January 2010, the Mission received a high number of staff on temporary assignments. Due to the security-related needs and with the increased staff, a quick-reaction force was established to support the security-related activities conducted by MINUSTAH, United Nations agencies, relief organizations and NGOs in the areas of relief food deliveries, fact-finding missions, and visits by Heads of States, the United Nations Secretary-General, foreign dignitaries and VIPs from the Clinton Foundation and United Nations agencies
Investigation of incidents and accidents involving Mission personnel and property	1,864	Traffic accidents investigated involving 54 contingent-owned vehicles
	1,829	Incidents recorded, including 843 which required no further investigation

	2	Joint investigations conducted on alleged misconduct involving United Nations police members and the Mission involvement in the death and injuries of Haitian nationals during violent demonstrations
Implementation and update of the security plan	Yes	Implementation and update of a security plan included: (a) 12 evacuation exercises in 11 regions; (b) Periodic updates of the security plan to the Department of Security and Safety of the Secretariat; (c) Mass casualty/relocation plans; (d) Regional Security Officer and trauma/first responder training; (e) Minimum operational security standard/minimum operational residential security standard updates; (f) Security adviser coordination visit Assessments of 254 earthquake-related loss/damage cases, of which 60 were pending conclusion at the end of the reporting period
Implementation of a response capacity 24 hours a day, 7 days a week for fire rescue and safety for all Mission personnel, facilities and sites	Yes	Implemented a response capacity which comprised of: (a) Maintenance of fire systems in 152 Mission premises and locations; (b) Enforced basic fire and rescue response in the regions by providing additional equipment such as personal protective clothing and rescue tools to be used in the event of an emergency; (c) Enhanced fire prevention and mitigation capability by providing national security staff Mission-wide with fire-fighting training and guidance on prevention measures; (d) Aviation crash rescue response during operational ramp activities at the Mission Aviation Ramp at the Logistics Base in Port-au-Prince; (e) Minimum operational fire safety standards for air operations at the Mission helicopter landing sites and national airports by providing training on crash rescue response and deploying equipment; (f) Assessments of all construction plans for fire safety for all major projects in Port-au-Prince

III. Resource performance

A. Financial resources

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

			Variance	
	Apportionment	*Expenditure*	*Amount*	*Percentage*
Category	*(1)*	*(2)*	*(3)=(1)-(2)*	*(4)=(3)÷(1)*
Military and police personnel				
Military observers	—	—	—	—
Military contingents	221 272.7	196 950.5	24 322.2	11.0
United Nations police	63 969.2	60 071.8	3 897.4	6.1
Formed police units	56 153.7	38 284.7	17 869.0	31.8
Subtotal	**341 395.6**	**295 307.0**	**46 088.6**	**13.5**
Civilian personnel				
International staff	101 360.4	97 241.7	4 118.7	4.1
National staff	33 904.4	35 768.9	(1 864.5)	(5.5)
United Nations Volunteers	15 371.8	11 602.8	3 769.0	24.5
General temporary assistance	4 770.5	3 387.2	1 383.3	29.0
Subtotal	**155 407.1**	**148 000.6**	**7 406.5**	**4.8**
Operational costs				
Government-provided personnel	1 451.1	816.3	634.8	43.7
Civilian electoral observers	—	—	—	—
Consultants	214.9	193.2	21.7	10.1
Official travel	4 101.7	8 240.0	(4 138.3)	(100.9)
Facilities and infrastructure	107 206.2	118 908.6	(11 702.4)	(10.9)
Ground transportation	15 526.8	19 756.0	(4 229.2)	(27.2)
Air transportation	30 648.6	27 159.7	3 488.9	11.4
Naval transportation	1 316.4	425.0	891.4	67.7
Communications	29 599.3	35 506.7	(5 907.4)	(20.0)
Information technology	10 504.3	15 518.6	(5 014.3)	(47.7)
Medical	8 221.6	7 104.4	1 117.2	13.6
Special equipment	3 754.7	3 066.3	688.4	18.3
Other supplies, services and equipment	20 044.7	30 738.2	(10 693.5)	(53.3)
Quick-impact projects	3 000.0	3 000.0	—	—
Subtotal	**235 590.3**	**270 433.0**	**(34 842.7)**	**(14.8)**
Gross requirements	**732 393.0**	**713 740.6**	**18 652.4**	**2.5**
Staff assessment income	14 067.3	14 152.8	(85.5)	(0.6)
Net requirements	**718 325.7**	**699 587.8**	**18 737.9**	**2.6**
Voluntary contributions in kind (budgeted)	—	—	—	—
Total requirements	**732 393.0**	**713 740.6**	**18 652.4**	**2.5**

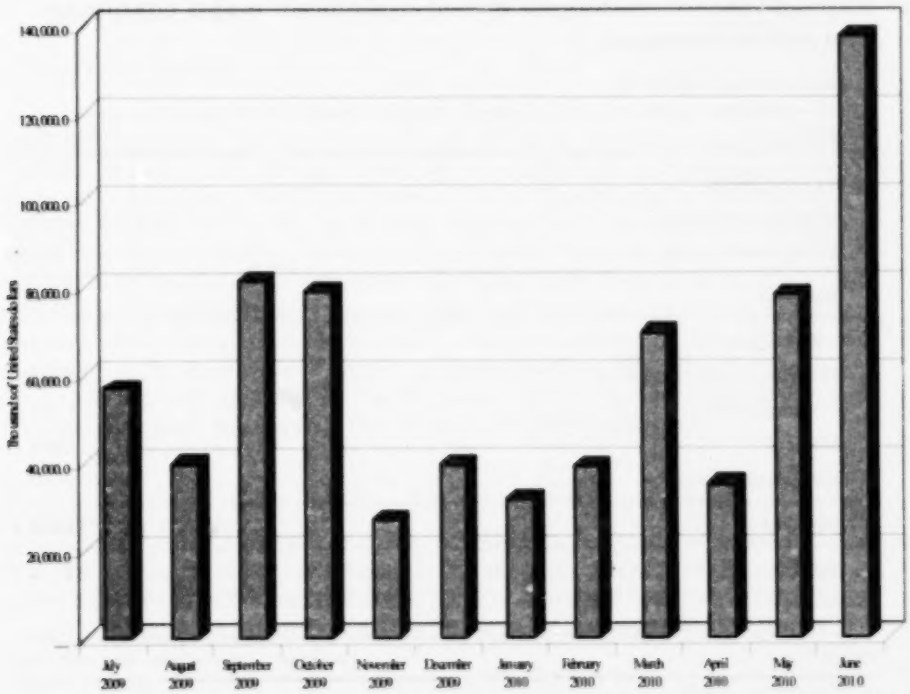
B. Summary information on redeployment across groups

(Thousands of United States dollars)

Group	Appropriation		
	Original distribution	*Redeployment*	*Revised distribution*
I. Military and police personnel	341 395.6	(38 330.1)	303 065.5
II. Civilian personnel	155 407.1	(118.7)	155 288.4
III. Operational costs	235 590.3	38 448.8	274 039.1
Total	**732 393.0**	—	**732 393.0**
Percentage of redeployment to total appropriation			5.2

31. Funds were redeployed to operational costs to cover additional requirements following the earthquake of 12 January 2010 in the areas of facilities and infrastructure, communications and information technology, official travel, ground transportation and other supplies, services and equipment.

C. Monthly expenditure pattern



32. The higher expenditures in June 2010 were attributable to the additional obligations raised in connection with reimbursements to troop- and formed police-contributing countries for troop/formed police costs, contingent-owned equipment

and self-sustainment for military contingents and formed police units, as well as the reimbursements to police-contributing Governments resulting from the deployment of additional military and police personnel as authorized by the Security Council in resolution 1908 (2010) following the earthquake of 12 January 2010. The higher expenditures also resulted from the increased obligations for operational requirements in support of the recovery and reconstruction efforts in Haiti.

D. Other income and adjustments

(Thousands of United States dollars)

Category	*Amount*
Interest income	2 393.9
Other/miscellaneous income	963.2
Voluntary contributions in cash	—
Prior-period adjustments	(6.8)
Cancellation of prior-period obligations	4 752.8
Total	**8 103.1**

E. Expenditure for contingent-owned equipment: major equipment and self-sustainment

(Thousands of United States dollars)

Category	*Expenditure*
Major equipment	
Military contingents	35 696.7
Formed police units	6 617.6
Subtotal	**42 314.3**
Self-sustainment	
Facilities and infrastructure	17 582.3
Communications	7 225.4
Medical	5 078.4
Special equipment	3 066.3
Subtotal	**32 952.4**
Total	**75 266.7**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	1.1	1 June 2004	—

Mission factors	*Percentage*	*Effective date*	*Last review date*
Intensified operational condition factor	1.3	1 June 2004	—
Hostile action/forced abandonment factor	1.0	1 June 2004	—
B. Applicable to home country			
Incremental transportation factor	0.0-5.8		

F. Value of non-budgeted contributions

(Thousands of United States dollars)

Category	*Actual value*
Status-of-forces agreement[a]	—
Voluntary contributions in kind (non-budgeted)	4 845.6
Total	**4 845.6**

[a] Estimated rental value of government-provided land and premises.

IV. Analysis of variances[1]

	Variance	
Military contingents	$24 322.2	11.0%

33. The unspent balance resulted primarily from: (a) lower actual rotation costs for some contingents, the utilization of combined air charter services for the deployment and rotation of one contingent personnel, the non-deployment of contingent personnel from one contributing country and the recording of expenditures for only one of two rotations for three contingents (as the other rotation was charged against the previous financial period), and delays in the receipt of claims for rotations conducted under letter-of-assist arrangements; (b) reduced requirements for reimbursements to troop-contributing Governments for major equipment, owing to the repatriation of tracked armoured personnel carriers and mortars, the unserviceability of some equipment, and delays in the deployment of major equipment; and (c) reduced requirements for the freight and deployment of contingent-owned equipment, due to the deployment for some equipment by sea rather than by air as originally envisaged.

	Variance	
United Nations Police	$3 897.4	6.1%

34. The unspent balance was attributable mainly to the delays in the deployment of police officers before the earthquake and delays in the deployment of 224 additional United Nations police authorized in Security Council resolution 1908 (2010).

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

	Variance	
Formed police units	$17 869.0	31.8%

35. The unutilized balance was attributable primarily to: (a) reduced requirements for the freight and deployment of formed police-owned equipment, owing to the use of surface shipment rather than air shipment, as originally envisaged; (b) reduced requirements for reimbursements to police-contributing Governments for formed police units owing to delays in the deployment of the additional 1,200 formed police personnel authorized under Security Council resolution 1908 (2010); (c) reduced requirements for rations resulting from delays in the deployment of formed police personnel; and (d) reduced requirements for reimbursements for major equipment, owing to the unserviceability of some equipment and delays in the deployment of formed police units.

	Variance	
International staff	$4 118.7	4.1%

36. The unspent balance was attributable primarily to: (a) lower than projected requirements for special measures for international staff following the earthquake; (b) reduced requirements for hazardous duty station allowances, owing to the higher average vacancy of 13.9 per cent compared to 9 per cent budgeted and the absence of staff from the mission area owing to various measures following the earthquake; and (c) reduced requirements related to the implementation of new contractual arrangements approved by the General Assembly in resolution 63/250. The unspent balance was partly offset by payments to staff who remained eligible for mission subsistence allowance as well as transitional arrangements for mission subsistence allowance for personnel on assignment prior to 1 July 2009.

	Variance	
National staff	($1 864.5)	(5.5%)

37. The additional requirements resulted from the revision of national salary scales effective 1 October 2009. The variance was partly offset by reduced requirements for special measures provided to national staff following the earthquake.

	Variance	
United Nations Volunteers	$3 769.0	24.5%

38. The unspent balance was attributable mainly to: (a) reduced requirements for home leave entitlement; (b) reduced requirements for hazardous duty station allowances, owing to the lower average number of personnel in the Mission area due to various measures following the earthquake; and (c) the inadvertent recording of expenditures related to special measures under the class of other supplies, services and equipment.

	Variance	
General temporary assistance	$1 383.3	29.0%

39. The unspent balance was attributable primarily to higher average vacancy rates of 27.6 per cent for international staff and 8.8 per cent for national staff, compared

to 5 per cent budgeted for both categories, resulting in reduced requirements for salaries and hazardous duty station allowances.

	Variance	
Government-provided personnel	$634.8	43.7%

40. The unspent balance was due to the lower average deployment of corrections officers following the earthquake. The variance was partly offset by additional requirements related to the deployment of additional corrections officers authorized under Security Council resolution 1908 (2010).

	Variance	
Consultants	$21.7	10.1%

41. The unspent balance resulted from the reprioritization of resources following the earthquake, which led to the cancellation of some planned training activities to be conducted by external consultants. The variance was offset in part by additional requirements for consultants in the areas of elections support to the Government of Haiti, public policy monitoring on human rights, evaluating the effectiveness of public information campaigns, and stress and trauma management.

	Variance	
Official travel	($4 138.3)	(100.9%)

42. The additional requirements were attributable mainly to: (a) the temporary assignment of staff from United Nations Headquarters and other peacekeeping missions; (b) costs associated with the deployment of staff to the Mission Support Centre in Santo Domingo; and (c) the higher number of as well as costs of selection and assessment visits to police-contributing countries. The variance was partly offset by: (a) the cancellation of the Mission participation in some planned external courses after the earthquake; and (b) reduced requirements for air travel costs owing to the proximity of training venues as compared to the locations budgeted.

	Variance	
Facilities and infrastructure	($11 702.4)	(10.9%)

43. The additional requirements resulted primarily from: (a) the acquisition of prefabricated facilities, water purification and air conditioning equipment, miscellaneous office equipment, and spare parts and supplies for the new offices and accommodation as a result of the earthquake; (b) the acquisition of additional generators to support power supply in internally displaced persons camps as well as for new contingents deployed immediately following the adoption of Security Council resolution 1908 (2010); (c) the acquisition of additional sea containers for the shipment of the additional equipment to Haiti; (d) the increase in the average cost of diesel fuel to $0.60 per litre compared to the budgeted cost of $0.47 per litre; (e) projected requirements for the settlement of past claims by the Mission fuel supplier, pending the outcome of the Mission legal review; and (f) requirements to provide staff accommodation on a naval vessel following the earthquake. The variance was partly offset by: (a) reduced requirements for residential security services based on actual claims submitted by individually deployed military and

police personnel; (b) delays in the implementation of the second power generation contract; (c) reduced requirements for reimbursements to troop- and formed police-contributing Governments for major equipment, owing to delays in deployment and the fact that several units did not meet the self-sustainment criteria in a number of categories; (d) the non-implementation of the acquisition of large capacity fuel storage tanks, in anticipation of the implementation of a turnkey fuel contract in the next period, for which the contractor will provide the necessary equipment; (e) the cancellation of planned construction, maintenance, alteration and renovation services due to the shift in the Mission priorities after the earthquake; and (f) delays in the completion of the procurement process for building, plumbing and electrical materials as well as security and safety equipments.

	Variance	
Ground transportation	**($4 229.2)**	**(27.2)%**

44. The additional requirements resulted mainly from: (a) increased requirements for vehicles in the light of the earthquake and for the additional troops following the earthquake; (b) higher unit cost of vehicles; (c) the appreciation of the value of the Japanese Yen against the United States dollar; (d) the increase in the cost of diesel fuel at $0.60 per litre compared to the budgeted rate of $0.47 per litre; and (e) projected requirements for the settlement of past claims by the Mission fuel supplier, pending the outcome of the Mission legal review. The variance was partly offset by: (a) reduced actual consumption of fuel of 4.8 million litres compared to the 5.1 million budgeted, due to fewer vehicular movements during the emergency period immediately following the earthquake; and (b) reduced requirements for spare parts.

	Variance	
Air transportation	**$3 488.9**	**11.4%**

45. The unspent balance was attributable primarily to: (a) the lower utilization of rotary-wing aircraft as well as lower fuel consumption in the immediate aftermath of the earthquake; and (b) the cancellation of planned outsourcing of aviation fire-fighting service as a result of the enhancement of in-house Mission capabilities. The variance was partly offset by additional requirements for fixed-wing aircraft as a result of the deployment of additional aircraft to the Mission to support emergency earthquake response.

	Variance	
Naval transportation	**$891.4**	**67.7%**

46. The unspent balance was attributable to reduced requirements for fuel for naval operations, owing to fewer patrols conducted, as the ramps and piers were not in a state of operational readiness.

	Variance	
Communications	**($5 907.4)**	**(20.0%)**

47. The additional requirements were attributable primarily to: (a) the acquisition of a radio trunking system, as well as associated costs for the deployment,

installation, configuration and support, to replace the system that was damaged during the earthquake in order to restore compliance with minimum operating security standards; and (b) the increased requirements for public information services to meet the urgent need to disseminate information to the displaced population living in internally displaced persons camps, as well as to the hiring of radio journalists/reporters and studio technicians to enable 24-hour radio coverage after the earthquake. The variance was offset in part by reduced requirements for reimbursements to troop- and formed police-contributing Governments for self-sustainment due to the delayed deployment of the additional military and police personnel as authorized under Security Council resolution 1908 (2010).

		Variance
Information technology	($5 014.3)	(47.7%)

48. The additional requirements were attributable primarily to: (a) the acquisition of network and server equipment to replace equipment damaged during the earthquake and to enhance the Mission disaster recovery and business continuity capabilities; (b) the employment of additional international contractors to meet the increased demand for improved performance levels; and (c) the acquisition of network optimization and web content management software to meet operational requirements. The variance was offset in part by reduced requirements for licences and fees of software due to delays in the completion of the procurement process for new applications.

		Variance
Medical	$1 117.2	13.6%

49. The unutilized balance was due mainly to: (a) reduced requirements for medical supplies resulting from the provision of medical supplies and consumables by the World Health Organization, which collectively enabled medical assistance to the Haitian population in the immediate aftermath of the earthquake; and (b) the reduced requirements for reimbursements to troop- and formed police-contributing Governments for self-sustainment due to the delayed deployment of additional troops and formed police personnel. The unspent balance was partly offset by additional requirements for the replacement of medical equipment damaged or destroyed in the earthquake.

		Variance
Special equipment	$688.4	18.3%

50. The unspent balance resulted from reduced requirements for reimbursements to troop- and formed police-contributing Governments for self-sustainment, owing to delays in the deployment of additional units.

		Variance
Other supplies, services and equipment	($10 693.5)	(53.3%)

51. The additional requirements resulted mainly from: (a) the deployment of chartered aircraft and vessels to transport equipment, assets and supplies from UNLB and Miami, Florida, United States of America to Haiti following the

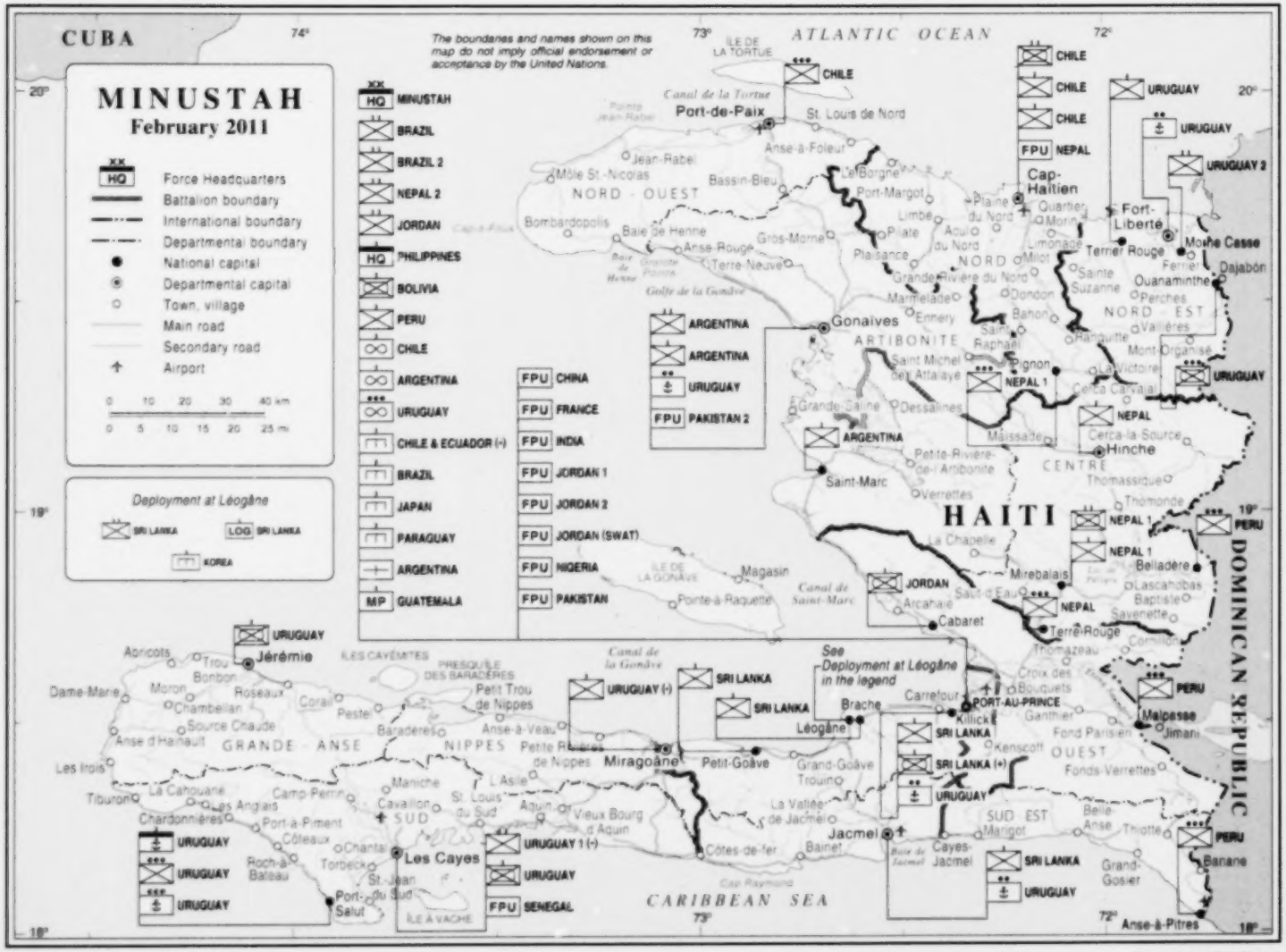
earthquake; (b) the inadvertent recording of requirements for special measures for United Nations Volunteers as well as independent contractors on board at the time of the earthquake; (c) replenishment costs of equipment and supplies shipped from the strategic deployment stocks to the Mission after the earthquake; and (d) miscellaneous claims related to the earthquake.

V. Actions to be taken by the General Assembly

52. **The actions to be taken by the General Assembly in connection with the financing of MINUSTAH are:**

(a) **To decide on the treatment of the unencumbered balance of $18,652,400 with respect to the period from 1 July 2009 to 30 June 2010;**

(b) **To decide on the treatment of other income for the period ended 30 June 2010 amounting to $8,103,100 from interest income ($2,393,900), other/miscellaneous income ($963,200) and cancellation of prior-period obligations ($4,752,800), offset by prior-period adjustments ($6,800).**



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Sixty-fifth session
Agenda item 62
New Partnership for Africa's Development: progress in implementation and international support

Letter dated 21 January 2011 from the Permanent Representative of Benin to the United Nations addressed to the Secretary-General

I have the honour to draw your attention to the information below.

In 2008, 2009, 2010 and 2011, a number of African countries have been marking the fiftieth anniversary of their nations' independence. In that context, Benin organized an international symposium bringing together representatives of a number of Member States of the United Nations, on the topic, "Audacity, unique challenge for a new Africa". The symposium was held in Cotonou, from 16 to 20 November 2010.

The symposium adopted a far-reaching and historic outcome document entitled "The Fiftieth Anniversary Manifesto".

Please find herewith the symposium materials (see annex), which could serve to inspire the efforts of the international community to help the countries of Africa overcome the legacy of the past and achieve international development goals.

They are of some interest under item 62 of the agenda of the sixty-fifth session of the General Assembly, relating to Africa's development.

The Government of Benin would be very grateful if the materials of the symposium could be circulated as a document of the General Assembly.

(*Signed*) Jean-Francis R. **Zinsou**
Ambassador
Permanent Representative

11-22263 (E) 030311 040311

Please recycle

Annex to the letter dated 21 January 2011 from the Permanent Representative of Benin to the United Nations addressed to the Secretary-General

Fiftieth Anniversary Manifesto

> *"And if we're going to rise out of this, don't you see that we must brace ourselves, tense our muscles, clench our teeth and keep our heads — ah yes, our heads — cool and clear! I speak to you, gentlemen, of a rising the likes of which has never been seen before, and woe to the one whose foot falters!"*

This warning, addressed to Africa in 1966 by Aimé Césaire, at a time when the "sun of independence" was nearing its zenith, resonates today with particular urgency. It calls for a surge of strength, in a world undergoing profound change, with Africa the focus of many questions, but also of hope.

1. Witnesses to history and active on the world stage today, we have come from every corner of Africa and the world and gathered here in Cotonou, Benin, from 16 to 20 November 2010 and, as the commemoration of the fiftieth anniversary of independence draws to a close, we shall take away with us the idea that **audacity remains the only challenge for a new Africa**.

2. Like all the peoples in the world, **we, too, have emerged from the depths and furthest reaches** of human history.

3. **We have experienced the tragedy** of humiliation, and that of our own failures. But we have also experienced triumphs of intelligence and victories over ourselves.

4. **Throughout these 50 years, our mission should have been to struggle for the emancipation** of society vis-à-vis the authorities and for the emancipation of men and women and to build more egalitarian human relations. The African intelligentsia has not always been equal to this task.

5. The liberation struggles have painfully brought forth the Africa of today, and despite the myriad reasons that we have to bemoan our fate, we recognize that this freedom, whether achieved through armed struggle or granted in a duplicitous way, has opened up new horizons for all.

6. None of us lives any longer in the world of our parents. This is why, in the aftermath of the commemorations that have been held in various places during this fiftieth anniversary period, we declare that this is the time for Africa to take stock of itself and of its history, an hour of truth which concerns the continent as a whole.

7. In the name of this truth, we venture to acknowledge that Africa is doing very, very poorly indeed. The sole option open to us is to gird our loins and surge towards salvation in this eleventh hour, fortifying ourselves with positive values that leave no room for mediocrity and fatalism. This alone will allow our continent to avoid the chaos that lies in wait.

8. This is why today Africa is exhorted to chart new paths of freedom and development.

9. **Uniting Africa in a Federation of the United States of Africa is a priority goal.** Today we will revive hope in international cooperation, cooperation

experienced and managed in a different way, such that it will favour the large mass of Africans who have been ill-served by independence "*granted*" to areas which have been balkanized, split up or fragmented.

10. **Our internal market of consumers, over 1 billion strong**, remains the best option for the profitable manufacture and exchange of goods for all the States on the continent. **We must promote cooperation which builds the capacity to manage this internal African market.** The private sector is the weak link in African economies. The time has come to put an end to disabling State practices and support a strong, competitive private sector capable of competing in the current context of globalization.

11. **We believe in an independent, sovereign and united Africa. We believe that** it has an unrivalled place in the world. **We believe** in the major issues at stake for which Africa stands, due both to its outstanding mineral and natural wealth and to the cultural diversity of its immense human potential. **We believe** in the outstanding contribution it has to make to the conversation.

12. This fiftieth anniversary of independence is also an opportunity for collective affirmation by all the generations and countries of Africa together, that **what is essential for the future of a people is its capacity to value the human being in all its dimensions**. On the path of development in the twenty-first century, no region of the world should feel that it can tell Africa what to do. It has been endowed with special riches. Notwithstanding our wounds, our vulnerabilities and our doubts, our men and women, our fabulous wealth and our cultures represent resources which are equal to our striving as a continental Power. We will make our due contribution, to ourselves and to humanity, and to the construction of a civilized process of globalization with a human face.

13. We have drawn upon the cultures of East and West. We, in turn, offer the opportunity to all other peoples to draw upon ours. Human development has everything to gain by promoting appreciation of traditional cultures, the sciences, the arts, various forms of spirituality and literature in State diplomacy. **Africa can introduce a multicultural dimension into international bodies.** Black writers and artists invited us to do so back in 1956, at the First International Congress of Black Writers and Artists, when Alioune Diop said: "World culture is of concern to us, regardless of whether we have access to modern amenities ... The great issues must be available to all minds, and all forms of cultural originality must be available to everyone ..."

14. For Africa truly to take off economically, it is urgently necessary to build regional groupings. Development flows from an economic and monetary environment conducive to investment. Over the last 50 years in Africa, numerous analyses, expert assessments and studies have evaluated currency experiments carried out in various parts of the continent. **Today we say that the time has come to take the leap, in full awareness of our action, to hasten the formation of regional monetary areas with a view to creating an African monetary area.**

15. The classification of countries as least developed or as heavily indebted poor countries results in specific aid conditions that should not be seen as panaceas to be perpetuated but rather as a device for the subjugation of countries which should be ended. Most of the countries thus classified are African. **The new course set by the fiftieth anniversary will have one goal: to reduce as soon as possible, through**

economic vigilance and discipline, the number of African countries thus stigmatized.

16. **The challenges which remain are huge. The unfinished tasks before us are immense:** peace and security, health, education, scientific and technological research, management of towns and the countryside, more effective use of our land through an appropriate agricultural policy that will restore food sovereignty to Africa, safeguarding the environment, judicial reform, training and employment, culture, the promotion of African languages, etc.

17. With regard to governance, the picture presented by our countries is disturbing in a number of ways. Lies, manipulation, corruption, murder, dictatorship, the gravest breaches of civil liberties, human rights violations, impunity, nepotism and the accompanying excesses and other staggering abuses have become the order of the day. Civil society itself is being undermined by such reprehensible practices as cheating, fraud and an unbridled quest for personal advancement. As for the media, there is a strong temptation to yield to the power of money and the appeal of easy profits, and, in doing so, to sacrifice the public's right to fair and balanced information.

18. **The solutions will come primarily** from us, the men and women of Africa determined to assume our responsibilities. Now, at the beginning of the twenty-first century, half a century after the achievement of political independence, we want to build **an Africa which is bold, fair and prosperous**, fuelled by peaceful dialogue among its multiple identities and fully aware of its role in meeting the challenges of globalization.

19. **With the world geopolitical system in a process of redefinition, our continent must take stock of itself** and the need to build its own modernity. The dual question of democratization and sustainable economic progress is being posed at a profound historic and strategic level for Africa. Africa has the wherewithal to take a central position in the international community and to respond with dignity to the responsibilities which fall to it with regard to its history, its material resources and the mobilization of its human capacities.

20. **We do not aspire to enforce an untried development model.** We will see to it, however, that no abrupt shift occurs which could hamper democratic advances, scientific development, social and economic progress and promotion of the cultural values which constitute the essential soil which nourishes all human enterprise and represent the ultimate goal of all development.

21. The deadlock resulting from the crisis of the twenty-first century's dominant growth models raises the question of the interconnection between life's human and social aspects. **In our turn, we shall not shirk the responsibility of contributing a solution** to this question. We will have the intelligence to take on board perceptions unimagined by the dominant economies while reconstituting our knowledge, our certainties and our heritages in a new light, in order to fortify all our economic and political development initiatives with the capacity, at all times, to create something human.

22. **We will set our minds to** reconsidering our own riches, questioning our conformity to the dominant model and assessing our partnerships by considering all the existing paradigms. This assessment, and the abrupt shifts in direction that will ensue, should allow us to journey along our extraordinary path in the community of

nations. Other continents which were once colonized and subjugated have navigated such shifts. So this is possible, by dint of vision, hard work and determined will.

23. **We cannot ignore the emergence of new protagonists** and new, increasingly influential centres of decision-making which have changed the geopolitical order and which are pushing their way into the international arena. These new stakeholders, who are broadening our horizons, are investing massively in our continent, in search of raw materials and new markets. **In response to this new challenge, we must intelligently define a new, coordinated governance strategy for all our partnerships.**

24. **The home-grown priority of creating millions of jobs and producing goods** must define inter-African relations, and also relations with the countries of the North and these new stakeholders. **We also want this priority of Africa's vital interests to be officially adopted as a governance strategy and to be effectively included in the daily practice of our States.**

25. **We consider the solidarity of the historical and recent diaspora to be one of the factors stimulating the policy of Africa's home-grown development. This diaspora is now equal to one sixth of the continent's population.** The weight of its contribution, especially its financial contribution, is essential for Africa's development.

26. For ourselves, in the interest of our populations, we must do our utmost to **achieve the Millennium Development Goals**. **This is not so much a question of achieving a standard of development as one of ensuring that individual and collective aspirations are fully realized.**

27. In this regard, continuing to improve quality of life is a central challenge. **Health and environmental protection** must be placed front and centre. Our respectful treatment of nature, our cultural heritage and our sense of community are exceptional assets that we must carefully preserve. By the same token, **education for all, girls and boys, remains a priority**. More than that, starting now, we must **affirm loud and clear** that everyone must enjoy the benefits of education, both as individuals and as communities. **In the same vein, we insist that all the women of Africa, toiling tirelessly to build the future of our continent and the world on a daily basis**, must enjoy the respect for their physical inviolability that stems from their status as the mothers of us as individuals and of humankind, that they assume a place which accords due prominence to that role, that they take up positions of decision-making and responsibility in large numbers and that they benefit from the fruits of a system of governance which treats them with human dignity.

28. African languages are the bedrock of Africa's human heritage. **We want them to become a systematic part of school curricula, to be taught** at all levels of education and to serve as a medium in all information and communication technologies. The influence of Africa in the world depends on Africans taking ownership of their languages.

29. In this year 2010, which the African Union has proclaimed the Year of Peace and Security in Africa, we, prime movers in politics and society, economic and intellectual leaders, cultural and media personalities, **will, thanks to a culture of dialogue, mobilize all the necessary resources** for the prevention, early warning, mediation and resolution of inter-ethnic conflicts and political confrontation. Our priority is to put an end to the proliferation of harmful and criminal breaches of law

and the repeated tragedies which, replaying themselves again and again and bringing advances on the continent to a grinding halt, discredit us severely.

30. **We call upon our political leaders, both those in power and those in the opposition,** to build their capacity for consultation, negotiation, reconciliation and decision-making to promote increased diversity in key positions of authority. This requirement will bring together the conditions for a **genuine solidarity contract** among all social partners, from the highest levels to the grass roots. What is at stake here is public ownership and acceptance of development policies.

31. Ethics have been restored to the agenda and must be considered a watershed factor with relation to public policy over the last 50 years. **Ethics and responsibility must be at the heart of Africa's second 50 years and its development.** The economy will unquestionably need ethics in its endeavour to stem extreme poverty and create a **minimum shared standard of social welfare for the benefit of the most needy**.

32. As a whole, Africa has not made the technological and scientific leap necessary to position itself for modern competition. The flow of talent from our continent, rightly termed brain drain, is swelling the scientific capacity of foreign countries and depriving Africa of a major asset. **We want a bold and coordinated science policy to staunch this massive outflow at the continental level.** Actions to be taken by the public authorities and especially by heads of State under such a policy would include funding training and research initiatives to keep our scientists in Africa and creating conditions to promote the return and integration of our students sent abroad to study or those who take jobs abroad once they have completed their studies.

33. Following on the great figures of the historical black diaspora, fathers of scientific inventions which have revolutionized the world, **we dare to dream** that Africa will bring science and technology back into its fold. **In order to do that, we must create a network linking African women and men of science scattered throughout the world** who are already involved in technology-sharing with their continent, or bolster such networks where they already exist.

34. So far, the continent's achievements and efforts have passed barely noticed. **Africa has lifted its head unseen**. However, it has at its disposal impressive resources of theoretical knowledge and technical, scientific and technological know-how in its territory, where, even in the most precarious material conditions, people are demonstrating every day of their lives their ability to adapt traditional knowledge and to spur scientific innovation, through the swift assimilation of information and communication technologies and in the use of biodiversity resources.

35. **We want new or continued recognition for inventors and innovators in all fields of development, through the awarding of national, regional and pan-African prizes.**

36. A continent of symbols, and a continent which gives things new meaning, Africa is an international presence in all areas of art and culture. Contemporary African art has made its mark in the great art galleries of the world.

37. **History has always been written and illustrated by the victors. Africa has begun writing and illustrating its own. We want awards to be established,**

everywhere where they do not yet exist, to encourage and reward literary and artistic creation so that Africa can at last tell its own story.

38. Africa's destiny is linked to the destiny of the world. **Now that we have achieved independence, we must build and manage our interdependencies more intelligently, in a way that gives due prominence to humanity.**

39. **We do not forget where we set out from or the trials suffered by those who have gone before us,** Africans both prominent and anonymous, trampled underfoot and often summarily executed, all those to whom we owe our independence.

40. Inveterate dreamers, our forefathers had no illusions about the ambiguous circumstances in which our countries achieved independence. **But in this independence they saw not an end in itself but rather an initial surge,** a first step towards the achievement of higher ends. **Without them, decolonization would never have occurred.**

41. **We must unceasingly recall that nowhere has the march towards independence been an easy one.** It is crucial for us to remember that Patrice Lumumba, Félix-Roland Moumié, Ernest Ouandié, Dedan Kimathi, Amilcar Cabral and many others died in terrible conditions for our sake and for the sake of our children.

42. The fiftieth anniversary is also an occasion to **express our tremendous gratitude** to the thinkers of great stature and courageous men of action whose names are forever engraved in the hearts and minds of Africans for all generations to come: Cheikh Anta Diop, Frantz Fanon, Alioune Diop, Kwame Nkrumah, Julius Nyerere, Gamal Abdel Nasser, Aimé Césaire, Léopold Sédar Senghor, Agostino Neto, Joseph Ki-Zerbo, Nelson Mandela, Mongo Beti and Wole Soyinka, to mention just a few among dozens of others, whose voices we are now no longer able to heed in these times of inertia, when a lack of audacity seems to have penetrated as far as our memories and our souls. Raising their voices in chorus in a magnificent hymn to the dignity of the African man, they have embodied the dream of an Africa standing upright, fully itself, speaking in its own voice and contributing its genius to the development and the humanization of our planet.

43. **We commit ourselves to making sure that this History is taught to all African children, starting in primary school, from generation to generation.**

44. **Heirs of today, it is up to you, the young, to take up the torch**, to hold it aloft and raise it ever higher, to let it warm your hearts, mould your intelligence and fortify your will.

45. All these heroes of African independence pass on to you now the duty of bearing witness to these events and enjoin you to continue the work they have begun. **In the very near future, Africans will shed tears of joy to see their dreams made real, and that will be thanks to you.**

46. All leaders are accountable to History for their actions. **And it is for this reason that you are entitled to ask for an accounting.** But the passage of time **and the urgent issues of the day summon you to this task already.** In terms of their valour and self-sacrifice, your elders have fallen short of the historical legacy of those heroes who liberated the black man from slavery and colonization.

47. **You say "no" to the exploitation to which you have been subjected.** You demand the right to speak your piece. **You seek your place and an identity** between modernity and the ancestral practices you hope to find liberating. **You aspire to a productive fellowship with your elders** to fashion new, sturdy bonds around the old ones, tying you together.

48. We would not want the flame that our fathers carried to be extinguished in our hands, the flame which goes by the names **Sacrifice, Patriotism, Work Ethic and Discipline, Self-Denial and Ethics as a code of conduct.**

49. "*The hour of ourselves has sounded*". **This means that we undertake to work with everyone so that what seemed to us intolerable yesterday is no longer considered insurmountable today.**

50. **We are emerging, decisive and upright**, from the obscurity of the past 50 years. We, men and women of Africa and the diaspora, who have come together here in the African land of Benin, on this Saturday, 20 November 2010, **do hereby proclaim** our commitment to take bold initiatives, to espouse, over the 50 years to come, a culture of peace, discipline and sustained work, for stepped-up development based on the sense of our burgeoning humanity.

51. We decide to put an end to our destiny of obscurity and effacement. We reaffirm the audacity of our unity and of our rebirth.

Cotonou, 20 November 2010

International symposium: Audacity, the only challenge for a new Africa

General report

Fifty years have gone by. And we had to call a halt. To halt and scan the drab and dreary vistas of all the opportunities we missed.

What have we achieved with our supposed talents? What has become of our dreams of freedom, grandeur and rebirth? Heaven knows we weren't wrong to dream. Since, by nature's design, Africa is the cradle of humanity, we could legitimately dream of it becoming, in the natural order of things, a land of plenty and shared well-being.

True, our dreams did not come to pass, becoming mired in a swampland of nightmares. True, the infant that let out his first wail on that radiant day in 1960 has since grown, but did so with sorrow and scarcity as its loincloth and the uncertainty of tomorrow as its future. With nothing to look forward to, he resigned with mute desperation to a life of living from hand to mouth. Over time, the beautiful lyrics of our national anthems, to the ears of the average person, have become nothing but a murmur of melodious lies and lying melodies.

So that is where Africa stands fifty years later. Here we are: often naked, perpetually penniless, knocking on every door on the world's charity circuit. Such is our meagre and stunted fifty-year inheritance! Some of our younger citizens do not recognize themselves in it, rejecting it. They cannot accept this legacy.

Still, this is a time for awakening, not for regrets. There has been no failure, strictly speaking. In truth, we learn from everything we do. The time has come for upstanding men and women to accept personal responsibility. They want more than bit parts to play on history's stage. They want to become pilots hardened by experience, and steer their own life.

So here you are, ready to make the world listen up. This is not just the title of some symposium, being held from 16 to 20 of November 2010 in Cotonou. This is our rallying cry:

"Audacity, the only challenge for a new Africa"

Buttressed by the bedrock of their audacity, you, men and women of good will, of friendship and fraternity, from every corner of the world, steadfast in your faith, have gathered here to raise four massive pillars to serve as milestones along the new roads of the new Africa.

First milestone: the audacity to confess and break free

We must, first and foremost, hold up a mirror and see ourselves for who we are. We must concede that Africa has committed many mistakes over the past fifty years.

- We have committed the error of mimicry, turning ourselves into talking parrots and performing monkeys. Many of us have thus sidestepped, and continue to sidestep, our identity.

- From the outset, we have looked inward and lacked the necessary openness and prescience, exposing ourselves to the dangers of cultural nationalism with its tendency to exclude others and nurture insularity.

- We have served as unthinking auxiliaries in wars and been the irresponsible pyromaniacs that fuelled open and simmering conflicts, banishing peace from a number of regions on the African continent. We have instituted the law of the jungle, deluding ourselves that "*might makes right*".

- If only we could argue that our backwardness over the past fifty years was due to our late start. It is tempting to try and find at what point in time the so-called "emerging" countries surged ahead of us, with their manifestly more dynamic labour markets.

- If we are going to care about time, then in all our endeavours, timeliness is of the essence. It makes us the masters of our time and helps us to manage it in our best interest. Should there not be a time for everything? Science, at least, needs time for progress and discovery. But our time is not eternal; eternity is God's domain.

- We have severely undermined the environment in which our elections take place. Ever since accepting the prevailing idea that "elections are held to be won", nothing and no one can "watch" the "watchmen". That, in turn, throws open the floodgates of excess and abuse.

- We have often manipulated and tampered with our founding documents, betraying our foremost obligations for the sake of repugnant interests that we are loath even to admit.

- And who could deny our many sins in addressing the fundamental tasks of development, letting ideological inflexibility, parochialism and bias guide our questionable decisions.

  "However long the night, the dawn will break", says the African proverb. But on what condition will the dawn break for the desired transformation to impose itself as the rightful corollary to the audacity to break free?

- The African people have to search within themselves for their true nature. Victor Hugo was right, when he said: "Imitate nothing and no one. A lion that mimics another lion becomes a monkey."

- Peace is the most fertile soil for our development. We must also convince ourselves that peace in Africa must reach beyond the cemeteries to the world of the living. We need peace that grows with each day through dialogue, the healthy confrontation of ideas and plans, and the acceptance of diversity. As Walter Lippmann taught us: "Where all think alike, no one thinks very much."

- You did not feel compelled to ignore the body of ancestral practices that challenge the workings of the modern State. Let's leave our preconceptions behind: these practices represent, in many respects, a trove of knowledge that may prove useful. Let us examine and inventory these practices, create suitable environments and spaces for their manifestation, which will help draw them out of obscurity and enable practitioners to make the best possible use of their knowledge by patenting it and thus play their part in development.

- Rediscovering eternal Africa through our intrinsic values offers the first good answer to our varied quests. To our quest for "miraculous weapons", in the words of Aimé Césaire, which we still need to discover before we can make a decisive and redeeming break with the past! In Africa, where humanism in its deeper sense of respect for all that is human, was not a word devoid of meaning, the experience of "otherness" has been a positive one.

- This means that we must break with ideology-driven education and social sciences. They plant the seed of ethnocide that gives rise to the abominations that have become all too familiar to us. We must break with the idea that the "other" is an enemy that must be fought with every means possible and wiped from the face of the earth. We must break with pre-packaged ideas and internationally accepted notions according to which we are condemned to living in poverty, when Africa is not in fact poor, but impoverished.

- We must build fair and democratic societies that coalesce to create a strong and organized civil society, to bring forth an African culture of inclusion, diversity and dialogue.

- Self-examination must manifest itself in everything we do, bring us to self-awareness and drive us to action. How did the cradle of humanity become the dumping ground of the world? Why has the continent endowed with the world's greatest riches surrendered to poverty and misery? Nietzsche said "Man is only consumed with that which causes him pain, great pain, and accelerates the irruption of his spirit."

- Pan-Africanism, despite its history of fits and starts, should be seen as an opportunity for Africa. We already know that the movement of people and goods contributes to progress. This needs to be supplemented by the movement of ideas, so that Africans can finally invest in the asset with the greatest returns: intelligence.

- Lastly, we must keep ethics at the heart of all our efforts. Ethics must accompany and guide our every undertaking. Ultimately, everything hinges on ethics. We all know that science without conscience is nothing but ruin to the soul. We must recognize that development that does not generate a shared well-being will keep Africans from being the masters of their own garden.

Second milestone: the audacity of science and its countless applications

You have rightly noted Africa's many weaknesses that hamper its development and constrain the development of science. In no particular order:

- Big-picture thinking is absent from the highest echelons of our Governments. This leads to special interests being backed by international and multinational organizations.

- Intellectual discourse is absent. This has stemmed the flow of ideas.

- Individuals have a strong tendency to identify with the State.

- African elites have a strong feeling of superiority over the rest of the population.

- National laws and educated society are not favourable to national languages, while foreign languages have hijacked their official language status. Because

they are not used in administration or knowledge sharing, national languages have been relegated to the role of languages of folklore.

- Infrastructure to support research and the distribution of scientific works is generally lacking.
- African languages are almost entirely absent from the Internet.
- Environmental impact studies are non-existent.
- There is little interest in centres of scientific excellence, which need new energy and support.
- Political leaders are not supportive of African scientists.

In the light of all this, what is to be done? What needs to be put right for science to become the driving force of African development? In responding to these questions, you have made two sets of recommendations.

First, taking the wide-angle approach:

- Scientific information must be made available and accessible.
- It was an African who invented "indicametrics", the holistic study of objective and subjective indicators. This deserves to be better known to all, Africans especially.
- Teachers in our classrooms and universities must be versed in indigenous knowledge.
- We must learn from past failures and successes in order to develop new approaches that are free from the perpetual new beginnings and proliferation of programmes designed for Africans by outsiders.
- Knowledge and skills developed in Africa must be promoted by giving them legal protection on the international level and ensuring that the communities which possess them derive broad and sustainable benefit from these assets.
- Legislation must be adopted to raise the legal status of national languages in order to make them the languages of instruction, education and scientific learning.
- A platform must be created for the dissemination of information and exchange of ideas at the continental level using information and communication technology.
- Researchers must be involved in preparatory work for the development of a research budget and their efforts encouraged through the promotion of their work.
- Prominence must be given to the findings of numerous studies of undeniable quality.

You also made recommendations for specific fields.

1. Food security

- African farmers must be given the sound training and good nutrition that they need to gain the status of farmer entrepreneurs.

- Support must be given to the green revolution initiatives, such as those of the New Partnership for Africa's Development (NEPAD), the Comprehensive Africa Agriculture Development Programme (CAADP) and the Alliance for a Green Revolution in Africa (AGRA).

2. Science, technology and innovation

- Science and technology must be improved, promoted and elevated to the top levels of government to ensure its funding, management and protection.
- Regional institutions must be set up and developed, particularly in advanced technological fields such as nuclear energy, nanotechnology, biotechnology, etc.
- The registration of patents and intellectual property by African researchers at home and abroad should be encouraged.
- Encouragement and support should be provided to education and research institutions in the form of tax breaks.

3. Research and centres of scientific excellence

- Research should be used as a foundation for development.
- Decisions should be based on scientific findings, thereby reducing the role of politics.

4. Information and communication

- The legal status of national languages should be raised.
- Means of communication should be developed to build ties between all contributors to science and technology, national and pan-African centres of excellence, researchers and local communities.
- Innovative sources of funding should be identified that make the most of private-public partnerships, encourage the dissemination and sharing of knowledge, including traditional knowledge and research findings, and foster synergy in the African model of development.

5. State and private sector

- Heads of State must assert their commitment to promoting scientific and technological research and innovation.
- Networks must be forged between researchers and research centres in West Africa and on the African continent.

Third milestone: the audacity of action and conquest

You have asserted your strong and firm resolve to reject anything that holds Africa back on its path to development.

You also say:

- No to a balkanized Africa, outrageously scarred by borders inherited from the colonial period;

- No to a wasteful Africa that squanders its greatest asset, its people, by giving them questionable education and training;

- No to an Africa that still does not know how candidly to broach the challenging and delicate matter of a single African currency. No to an Africa that settles for the coexistence of different currencies of which very few are traded;

- No to an Africa that still does not know how to get the most out of its agriculture. No to an Africa that lets excessive politicking prevent concerted action from reaching its objective and playing its role;

- No to an Africa that continues to undervalue three key groups in its development: women, youth and the African diaspora.

But who will lead this much-needed charge? What form will it take? What conquests still lie ahead of us before Africa can regain its freedom and its creativity?

- Reject balkanization and remember, and let no one else forget, that Africa was not born in Berlin, when imperial powers redrew the continent with a few strokes of the pen. As for integration, the people have already beaten their Governments to the task, demonstrating the need to unify Africa starting with its foundation: its vibrant human communities.

- Instead, we must harness ourselves to build far-reaching, strong economies; school and university systems with a subregional focus; and dynamic and complementary economies that favour the co-management of goods and sharing of resources. We must harmonize and adopt convergent policies to optimize migratory flows, wage an effective battle against endemic diseases, and do all this in a spirit of cross-border cooperation that furthers the cross-border concept of local integration.

- We must have the audacity bravely to undertake the task of creating a common currency by mobilizing all our intellectual resources and by drawing on our own experiences. One thing is inescapably clear: Africa must eventually mint its own money. This is about sovereignty and the survival of our continent in a world governed by the implacable laws of natural selection. These laws, as we well know, leave no room for the weak.

- But Africa will not attain this stage of development without implementing, starting now, policies to redress the macroeconomic situation, encourage macroeconomic convergence, and, above all, to increase and improve output, so as to provide a solid foundation for the single currency of the future.

- You were right to focus on the topic of agriculture. It is and continues to be one of the driving forces of the new Africa. Agriculture must be modernized. It must develop using a new framework that allows for public-private partnerships. It must gear its production to meet the needs of the market, whether local, regional or international.

- Concerning the development of our human assets, you have called for revitalized, modernized vocational training focused on sectors that contribute to development.

- Similarly, you have argued that personal enterprise is a vehicle for the creation of wealth. You stipulated that it must maintain its connection to education and

free itself of certain risks, that it needs skilled and professional entrepreneurs on whom it can rely and needs access to regional markets, which must undergo daring reforms that will require foresight on the part of the State, the private sector and development partners.

- You told us that entrepreneurship in Africa does not work without the advancement of the private sector, which needs a healthy legal and administrative environment to grow. We must protect investments and reassure investors.

- Concerning the role of women, youth and the African diaspora, you have made some valuable recommendations.

- First, with regard to women: In order to end the social injustice responsible for the scant recognition that they have received for their contribution to grass-roots development and their virtual absence from the ranks of decision makers, we need the audacity to use the progress made in legal and institutional spheres as leverage in righting the imbalances in gender roles. To that end, we need to reassess issues of general health, especially reproductive health, schooling, instruction, training and more generally the education of girls and boys. We must also recognize the work and contribution of women, their ability to fend for themselves during times of conflict, war and violence. Breaking with the past, you said, involves creating a favourable social climate and taking formal steps towards attainment of this goal.

- To correct these imbalances you made no fewer than 14 recommendations, which have been included with the conclusions of the third panel annexed to the present general report. These recommendations are intended for both national Governments and the African Union.

- Next, our youth, whose heartfelt appeal has touched every participant of this symposium.

- Our youth, seeking to make decisions by and for themselves, do not want to be manipulated any longer.

- Our youth, anxious to contribute their share of truth to the social debate, want to make their voices heard.

- Our youth, knowing that they will have to pick up where we leave off — or, as the proverb has it, that a new rope is plaited at the end of the old — want to embark on an intergenerational dialogue at the national and continental levels, a dialogue between them and their elders.

- Finally, our youth, knowing their place, role and responsibilities in the new Africa, want to be useful in every sphere of activity: health, education, economy, rule of law and human rights, among others.

- Lastly, the diaspora. The new diaspora could make a more tangible economic contribution by establishing a genuine savings and investment bank. The diaspora's contribution, in every field, is useful and invaluable for the construction of the new Africa. The old, historic diaspora must benefit from the enactment of the resolution on right of return of the descendants of enslaved Africans adopted at the World Conference against Racism in Durban.

Similarly, a welcome programme should be implemented to help those who voluntarily return to Africa from the Americas, the Caribbean or Europe.

Fourth milestone: the triumph of shared victories

Success needs fertile ground to take root and prosper. You have sought to examine this ground, to diagnose it, in order to help us grasp the purpose and the significance of our current and future achievements within the scope of North-South and South-South partnerships.

You have identified several obstacles that have hindered our desire to do good:

- The persisting imbalance between stated intentions and available financial resources;
- The inability of the countries in the north to take on board Africa's new priorities;
- The challenge facing African leaders in the new world order in the adoption of new, suitable attitudes and behaviours that break with the mimicry and borrowings of the past;
- The inability of African economies, which were once at the same level in the 1960s as the so-called "Asian dragons", to find the stamina and rhythm to rise to the top;
- By depriving the African continent of home-grown initiatives, the Bretton Woods institutions and the European Union have marginalized it and excluded it from globalization;
- The endless visa troubles facing Africans seeking to emigrate to the West;
- Similar difficulties encountered between African States which are jeopardizing subregional integration.

Faced with this diagnosis, you have made the following recommendations and proposals:

- African States need to distance themselves from their painful past and to turn their backs on dubious forms of solidarity. In the course of its development, the African continent must be at minimum a co-pilot and never a mere passenger.
- Ambition must push Africans towards development and be fuelled by a fierce determination to find the means to attain world-class performance in every field.
- African leaders must conduct a strategic analysis, based on the realities of Africa, to reposition the continent's role in the world.
- Innovative leadership must be promoted in Africa, a leadership that has the audacity to spurn mimicry. Such leadership must, for example, build a model of governance that centres on substantial, visible and inspiring achievements. Furthermore, this leadership must take the realities on the ground into account while fostering new mindsets.
- Similarly, African elites must implement innovative mechanisms that are reinforced by good governance and zero tolerance for corruption.

- In the North-South partnership, Africa must henceforth count on its own strengths and expand the partnership to match the scale of development cooperation. It must encompass all aspects of development (culture, science, economy, etc.) and put the best interests of Africa first.

- South-South cooperation must be strengthened, with a view to achieving successful integration, through the creation of subregional African universities with a mission to serve Africa.

Sceptics may wonder whether all this is indeed possible and whether Africa has the resources to join other privileged guests at the "universal banquet". You have turned the spotlight on some examples. These are our "success stories". They give us grounds to say: "Yes, we can!"

- The success of Ethiopian Airlines, despite a challenging economic environment for civil aviation;

- Helios Energie, which is active in several African countries, and which has demonstrated that photovoltaic energy is a promising alternative for Africa. It is a cost-effective solution for such a sun-drenched continent;

- The Songhaï Centre, founded by Godfrey Nzamujo in Benin. This serves as a practical training centre for young agricultural entrepreneurs, a green economy incubator and a driving force behind national development efforts. A tripartite agreement has been signed between Benin, the United Nations Development Programme and the Songhaï Centre to make the Songhaï model available at the national and subregional levels in Africa's new dynamic economy;

- The silent revolution, led by Valentin Agon, the Beninese inventor of API-Palu, a patented malaria remedy that is a crucial development tool combating the depredations caused by malaria;

- Finally, in addition to these success stories, which can be found throughout Africa, we heard the story of Yiwu county in China, which made a successful switch from street vending to commerce on an industrial scale. This is convincing proof that success is within everyone's reach and that hope is a flame that must be fanned and is the raw material of every success story.

Lastly, with dignity and mutual respect for every participating entity, you have outlined the guiding principles that African States, and the rest of the world, must follow in their joint efforts.

Ten principles have been identified. They are included in their entirety in the conclusions of the fourth panel annexed to the present general report. You have made the recommendation that a group of experts be appointed by the African Union to determine the most suitable form in which to issue these principles.

In conclusion, what should we take away from your comments and exchanges?

- You have summoned forth the dream of an Africa that is united and strong, organized and integrated. A free Africa, purged of the grime and vestiges of a shameful past. An Africa that is finally its own, the rightful owner of its lands, in possession of a proper title to the land. An Africa that can face the world in the splendour of recapturing its deeper self, in the glow of rebirth, impatient to speak the truth and listen to what the rest of the world has to say.

- You have promised to break down the barriers of disdain and to dispel all those tired clichés according to which Africa is a scientific and technological desert, a Sahara resonating with nonsensical pagan chants and voodoo rites, unmoved by and indifferent to the powerful tide of scientific progress that bears up and pushes forward the winning countries.

- You have asked the most important questions. Who are we? Where are we going? What is the future, or multiple futures, that we want to build? What fundamental values underpin and support our efforts to change our lives and existence itself?

- You have clearly stated that it is not up to Africa to change so that Africans can reap the benefits of change. Rather, Africans need to summon the conviction and accept the need to change, so that Africa can, decisively and irreversibly, pursue change.

- We know we have the road map. But no one will give us the means to get to our destination. Those we will have to create ourselves.

We have left no stone unturned, nothing unsaid. We are ready to embark on the next fifty years. Ladies and Gentlemen, I ask, before we set out on this new road to the Africa of our dreams, that we heed the wise advice of this African proverb: "Drink the water to be beautiful. Soak up the sun to be strong. Look to the sky to grow tall".

Thank you for your kind attention.

Cotonou, 20 November 2010

Guiding principles for cooperation between African States and the rest of the world

The International Symposium Commemorating the Fiftieth Anniversary of African Independence, held in Cotonou from 16 to 20 November 2010 on the theme "Audacity: the only challenge for a new Africa", discussed the importance of cooperation agreements between African States and the rest of the world.

The Symposium believes that, in order to implement such agreements in a manner that maintains the dignity of the parties and mutual respect between them, it is important to adhere to certain broad guidelines, including the following:

1. African States should adopt principles of cooperation that are founded on the notion of partnership.

2. Partnerships should serve, above all else, the development goals that the African States have themselves identified.

3. The African Union should be given the responsibility for negotiating agreements on behalf of all African countries so that, from now on, Africa will speak with one voice.

4. In their quest to create a United States of Africa, the African States should emphasize multilateralism as the framework for their negotiations.

5. Any partnership agreement should take into account the needs of each party and each party's priorities.

6. Cooperation agreements should be based on protecting the explicitly stated mutual interests of the parties.

7. Partnership agreements should be implemented on the basis of shared responsibility between the parties and in accordance with the terms agreed.

8. Each partnership agreement should include provisions on human resources training and investment in human capital, in a spirit of give-and-take between parties.

9. Partnership agreements concluded by African States should include provisions on the preservation of the environment.

10. In developing partnership agreements, the African party should accommodate the concerns of civil society.

Cotonou, 20 November 2010

Recommendation

The Symposium proposes that the African Union should appoint a group of experts to articulate the above-mentioned principles in the most appropriate manner.

Youth message to Africa

Preamble

At the outset, we would like to thank you for giving us the opportunity to make our voice — the voice of Africa's youth — heard.

As the theme of this symposium indicates, audacity is the only challenge for the new Africa.

In an increasingly challenging world, audacity is the solution for the African continent. Our beloved Africa — so beautiful and so rich, yet increasingly impoverished — needs new dynamics.

This Cotonou international symposium is of historic importance, because it has just laid the foundation for the new Africa of the next fifty years. It will help to produce a generation of proactive and bold leaders who must begin immediately to play their role in global growth and human progress.

Africa is us; Africa is you, our elders, our ancestors, our heroes, our veterans.

Africa's youth are bearing witness to, and now taking responsibility for, their history and their future.

We, the youth of Africa, the hope of the new Africa, must abandon the undesirable practices of the past fifty years in all areas of political, social and economic life.

Politics and immigration

Today, Africa is characterized by weak political systems which foster ubiquitous negative values such as corruption, misappropriation of public funds, plunder and unjust exploitation of raw materials, ethnocentricity, regionalism and human rights abuse.

There is also a woeful lack of future prospects for citizens of African countries, resulting in a high level of emigration — often under inhuman conditions — and a massive "brain drain".

Health, the economy and the environment

HIV, malaria and other pandemic diseases are decimating our people, in a context of limited means and misguided management of resources for combating these scourges.

From an economic perspective, monetary and regional integration — just like access to employment and food self-sufficiency — still seem insufficient.

The threat of climate change is also having a direct negative impact on people's lives and will intensify further if urgent action is not taken.

Education and culture

The educational system does not enable Africans to take back ownership of their cultures and does not seem adapted to the real needs of the continent. There are limited opportunities for discussion and mobility between students and teachers in

African universities. There are also few diversified opportunities for training and skills development, including opportunities outside conventional educational structures.

* * *

Considering the hurdles that must be overcome for Africa to achieve success 100 years after independence, its young people must promote the emergence of a visionary, patriotic and competent leadership inspired by fundamental values of development, including respect for the common good, equal opportunity, entrepreneurship and promotion of culture and civic engagement, in a peaceful environment.

In short, we undertake to lobby our respective States to ratify and implement the African Youth Charter, which has been ratified by only 22 countries since its adoption on 2 July 2006, even though it was drafted by representatives of Africa's youth and contains a series of recommendations in all areas of activity.

These hurdles can only be overcome with the support of our Heads of State, the African Union and all other regional integration structures.

To implement the solutions which we are proposing, we the youth, the inspiration for a new Africa, are firmly committed to restoring the culture of excellence, the only way of getting our continent back on track.

We fully understand the heavy responsibility that we bear — that of carrying the future of an entire continent on our shoulders.

We are the youth of today (...), but the elders of tomorrow ... The time will come when we too shall be held accountable and, when it does, we shall be given no quarter.

But to succeed, we should remember, as the saying goes, to use the end of the old rope to weave the new. We must celebrate the memory of all the men and women of Africa and the diaspora who led the fight for a dignified Africa. We need the support and guidance of our elders in our initiatives, such as the upcoming establishment of a permanent inter-generational forum.

The leadership torch which we are inheriting today will not be too heavy to bear.

Urgent action is needed.

Notwithstanding the disappointments embodied by endless and often unfulfilled promises, Africa's youth remain hopeful for a peaceful, independent and industrialized continent. On this point, they are united as one.

Message delivered by Marlyn Cristal Kessou
Spokesperson

Cotonou, 20 November 2010

Messages of support

The Cotonou International Symposium on the Fiftieth Anniversary of African Independence received messages of support from:

- the Government of China
- the President of the United States of America
- the President of France
- the Secretary-General of the United Nations
- the Secretary General of the Organization of the Islamic Conference
- His Holiness Pope Benedict XVI
- the Secretary-General of the International Organization of La Francophonie.